

Attachment Pack 3

Community Consultation

3.1 Randwick and Waverley Merger
– Draft Communications Strategy
for Transition Period, June 2015

3.2 to 3.6 Randwick attachments

3.7 to 3.13 Waverley attachments



Attachment 3.1

Randwick and Waverley Merger – Draft Communications Strategy for Transition Period

June 2015





Draft Transition Communication Plan

Sydney eastern suburbs council amalgamations

Last save date: 29 June 2015

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9 June 2015: drafted J Hay

11 June 2015: amendments J Hay

16 June 2015: amendments C Foley

19 June 2015: amendments J Hay

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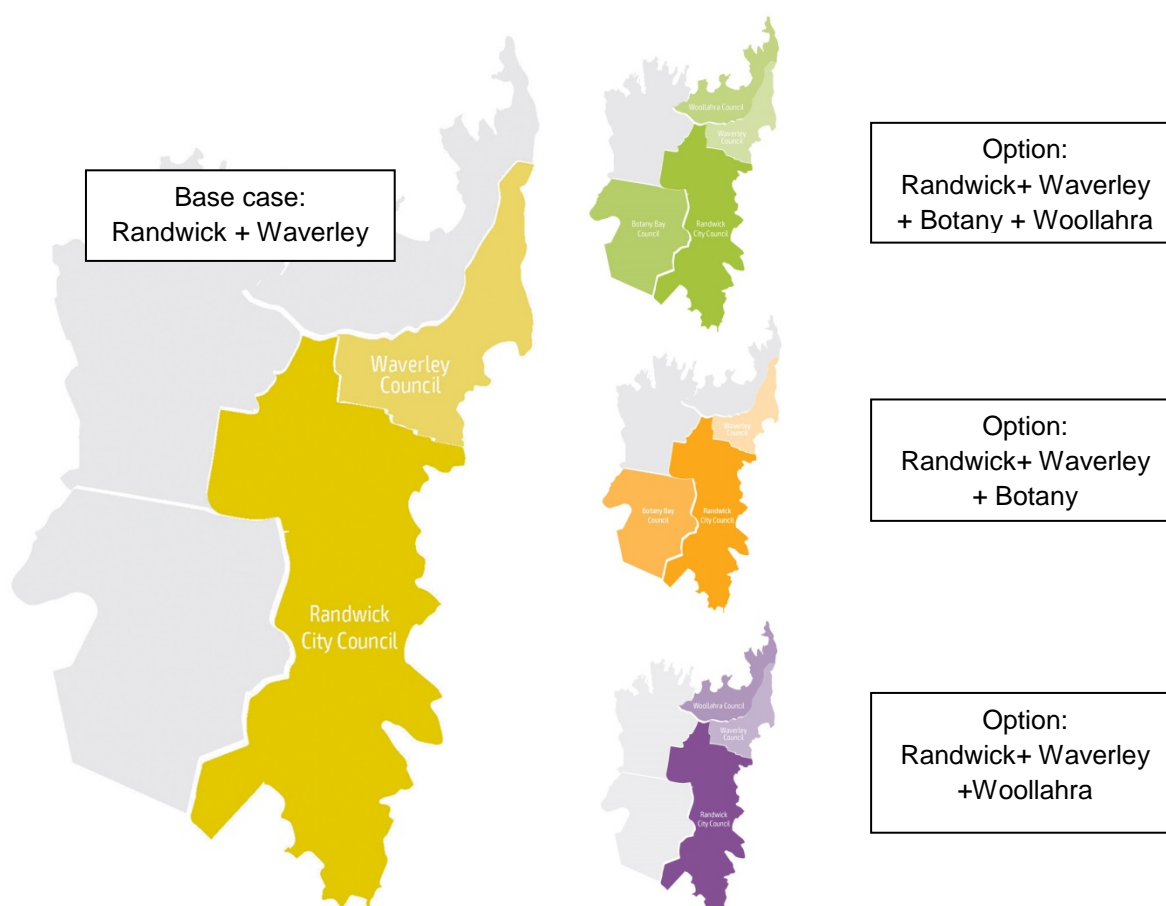
Purpose

The Draft Transition Communication Plan provides a suggested community engagement strategy and framework to help transition into a new eastern suburbs council. This version of the document provides high level direction, but it is intended that as more information and decisions are known about council mergers, that this document will evolve into a detailed Transition Communication Plan to assist the Transition Committee establish a new council.

Framework

This plan is based on the assumption that one of the following merger options proceeds:

- Base case: Randwick + Waverley (213,016 residents)
- Option: Randwick + Waverley + Botany (256,308 residents)
- Option: Randwick + Waverley + Woollahra (270,693 residents)
- Option: Randwick + Waverley + Woollahra + Botany (313,985 residents)



Communication planning is limited until the exact merger is known, as the size of the council and localities will impact costs and resources required to undertake transition engagement and communication.

Introduction

Creating a new entity provides a significant number of challenges, risks and opportunities. From a community engagement perspective, it is important to establish clear and regular lines of communication with the community and stakeholders to minimise these risks. It's also critical to provide platforms for the community to engage, discuss and be part of the transition program to make the new organisation feel more real and a product of the community.

Careful consideration should be given to strong branding and corporate messaging to ensure consistency and the creation of a distinct voice and image for the organisation.

Getting this mix right at the transition stage will speed up the community's familiarity, recall and support for the new brand and help the new council establish a positive presence physically and also emotionally amongst residents and ratepayers.

Deciding on the level of public participation throughout the process and being clear about the role the community will play in developing and setting up a new council is also important to determine and make clear at an early stage.

Background

On 10 September 2014 the NSW Premier and NSW Local Government Minister announced a \$1B Fit for the Future package to “give local councils the incentives needed to ensure they are in a position to provide the services and infrastructure their communities need and deserve”.

The announcement was in response to a series of consultations and reports released by the Independent Local Government Review Panel into the future of local government in NSW. The Review Panel's final report was released in October 2013 and it recommended that Randwick City Council be amalgamated with Botany Bay, City of Sydney, Waverley and Woollahra Councils with the following rationale:

- *Projected 2031 population of 669,400*
- *Close functional interaction and economic/social links between these councils*
- *Need for high-level strategic capacity to promote and support Sydney's ongoing development as Australia's premier global city*
- *Scope to bring together Sydney's international icons and key infrastructure under a single council, and to make better use of the strong rating base of these councils*

On 31 October 2014 the NSW Local Government Minister released a self-assessment toolkit and templates to assist councils respond to the Fit for the Future program. All councils are required to respond by 30 June 2015 using the toolkit to outline how they will be fit for the future.

The toolkit requires councils to consider first and foremost the issue of 'scale and capacity'. The Guidance Material document states:

“The starting point for all Fit for the Future proposals is therefore the Independent Panel’s final report. These recommendations should serve as a guide for your Fit for the Future proposal. You do not have to adopt the exact recommendations of the Panel (in some cases, several options were presented) but your proposal should demonstrate how your council has scale and capacity. If the Panel recommended a merger for your council, this should be the first option you consider.”

On 5 June 2015, IPART released their final methodology outlining how proposals from councils will be assessed.

Timeline

The following timeline shows a general history of proposed mergers for Sydney’s eastern suburbs council. The timeframes used in this Plan are based on the dates as follows.

- **November 2011:** Local Government calls for reform at Destination 2036
- **March 2012:** NSW Government appoints Independent Local Government Review Panel (ILGRP) to review boundaries, structure and council operations
- **October 2013:** ILGRP recommends merging Randwick, Waverley, Woollahra, Botany and City of Sydney to form a global city council
- **October 2014:** NSW Government announces Fit for the Future reform program
- **December 2014 – April 2015:** Councils conduct community consultation
- **26 May 2015:** Randwick City Council resolves to merge with Waverley and Botany Bay Councils
- **5 June 2015:** IPART release final assessment criteria for mergers
- **10 June 2015:** Waverley Council resolves to merge with Randwick and Woollahra Councils
- **June 2015:** Woollahra and Botany Bay Councils oppose amalgamations and conduct ‘no’ campaign
- **30 June 2015:** Randwick Council submits joint proposal to merge Randwick & Waverley Councils. Report references benefits of adding Woollahra and Botany Bay Councils as per the respective resolutions of Waverley and Randwick.
- **July 2015:** IPART to publicly exhibit council submissions
- **October 2015:** IPART to recommend new council boundaries to NSW Government

- **Late 2015:** NSW Government expected to announce new council boundaries and setup transition committees
- **September 2016:** Council elections

Council resolutions

Randwick City Council

On 26 May 2015, Randwick City Council resolved (in part):

d) That Council submits a Council Merger Proposal (Template 1), in accordance with the Fit for the Future guidance material, proposing a merger of Randwick City with Waverley and Botany Bay Councils

Waverley Council

On 10 June 2015, Waverley City Council resolved (in part):

A) Endorse the submission of a Council Merger Proposal, proposing a base case merger between Waverley and Randwick Councils, and

- i. Offer to submit an equal partner joint merger proposal on behalf of both Waverley and Randwick Councils; and*
- ii. Include within the 'Scale and Capacity' section of the submission proposal, Waverley's position that a merger of Waverley, Randwick and Woollahra Councils would provide increased potential benefit.*
- iii. Confirm to the State Government that both the Council and the community strongly oppose the Global City option as it will not deliver a community of interest and could deliver a reduction of services to the residents of Waverley.*
- iv. Note and inform the State Government that Waverley's support of a base case merger with Randwick is conditional upon the Government proceeding with its Fit for the Future program in a robustly fair and consistent manner across Metropolitan Sydney.*

Woollahra and Botany Bay Councils

Both Woollahra and Botany Bay Councils have resolved to oppose amalgamation.


Decision statement

To effectively inform and communicate to residents, ratepayers and the community the impact and benefits during the transition to a new eastern suburbs council.

Consultation level

The International Association of Public Participation (IAP2) provides a Public Participation Spectrum which is widely used by public and private organisations to determine a commitment to the community and to help in selecting engagement tools.

The Spectrum is regarded as best practice and is recommended to use for this project.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

For this project, it is considered that INFORM is the appropriate level of engagement.

This level has been selected as during the initial transition there are a number of factors such as branding and the makeup of the new council where there is limited potential to involve or seek public feedback on these operational matters.

However, it is highly recommended that Council prioritise development of a major council project (such as a community strategic plan or council service levels) to provide the opportunity for early and meaningful community involvement in the establishment of the new organisation (see communication principle 8). An engagement of this sort would likely run at the involve or collaborate level.

Challenges and opportunities

Opportunity	Challenge
New identity strongly aligned with existing 'eastern beaches' community sentiment	Opposition to change
Extra or enhanced services and facilities	Strong loyalty to former council areas
New leadership and direction	Concern about lack of local representation
Streamlined and more efficient services	Concern about loss of voice
New look logo, website, newsletters and social media	Organisational cultural alignment
	Lack of details in service delivery model
	Concern about changes to existing service delivery and project priorities
	Concern over loss of services during interim transition period
	Concern over the widening of 'local' benefits currently offered by the councils (eg free parking at Bondi Beach for Waverley residents)

Audiences

- Local residents (ranging between 213,000 and 313,000)**
 This is a distinct group comprising renters and property owners. Many have a strong association with the area and are regular users of council services and facilities.
- Ratepayers (ranging between 50,000 and 120,000)**
 This includes local residents who own their property but also a significant number of non-resident ratepayers who own investment properties.
- Community groups**
 Each Local Government Area has many established community groups which work with council or are reliant on council support and funding. Personalised engagement with each of these groups should be of high priority.
- Sporting groups**
 There are strong sporting groups and associations in each of the council areas including Surf Life Saving, football, cricket, netball, AFL, union and many more. These groups have established contact with councils and use council buildings and sporting facilities. Personalised engagement should be prioritised.
- Businesses**
 Businesses are an important component of any LGA as they are ratepayers and significant contributors to town centres, employment and an area's sense of community. Particular attention should be paid to liaising with Chambers of

Commerce during a transition.

- **Precincts**

Randwick and Waverley Councils use Precincts as a component of their community engagement strategies. These are small groups of highly engaged and energetic residents. Personalised engagement should be prioritised with Precinct Committees, particularly in light of their general opposition to mergers.

- **Visitors**

While not a primary audience, effective signage and branding will help create a positive impact amongst those who visit the LGA's beaches, parks and facilities.

- **Council staff**

Staff at the amalgamating councils are a critically important audience to engage and communicate with during the transition.

Communication principles

It is recommended that the following general principles be adopted to guide communication and community engagement associated with the development of a new eastern suburbs council:

10 principles for effective communication

1. Build community confidence in the creation of a new council through regular, open and transparent communication

2. Communicate regularly with staff through internal meetings, presentations and newsletters

3. Engage personally and regularly with key stakeholders and community groups

4. Celebrate and respect the past while positively moving forward

5. Prioritise development of a branding strategy

6. Create an independent medium for information and engagement about the merger and transition committee separate to the existing councils.

7. Provide meaningful opportunities for residents, ratepayers and interested people to be involved in sharing experiences past, present and future

8. Prioritise development of a community strategic plan or review council service levels to provide the opportunity for early and meaningful community involvement in the establishment of the new organisation

9. Develop a Community Engagement Strategy in collaboration with the community

10. Provide multiple, open and convenient means for public access to Councillors and council information during the formative years of the new council

Key messages

- a new eastern suburbs council joins together the eastern beaches communities which share many common interests
- we'll be able to provide additional and better services
- this is your council and we want you to be involved
- the former councils have done a great job at building our proud sense of community and this new council gives us the chance to cherry pick the best bits of each council as we move forward as a new organisation
- our loyal and dedicated staff will continue to work for council
- we've signed an agreement to offer additional protection for our staff

Communication milestones

1. Announcement of merger by NSW Government
2. Appointment of a Transition Committee
3. Confirmation of Council election dates

Phased implementation activities

Phase 1: Decision pending

July 2015 – late 2015

- Inform residents throughout merger submission process
- Updates through existing Randwick and Waverley council communication channels like advertising, newsletters, social media, email, meetings and Precincts
- Update council websites with details as released
- Commission preliminary branding framework strategy

Phase 2: Decision announced

late 2015

- Transition Committee formed
- Establish communication and media protocol

Phase 3: Transition preparation

Late 2015 - September 2016

- Setup transition communication material. This may include an independent website, newsletters, FAQs, information packs, mailouts, email bulletins and material for compulsory use by merger councils to inform residents and ratepayers
- Commission branding strategy and corporate style guide
- Preliminary work for communication in implementation phase
- Ongoing staff engagement program
- Consider significant community engagement opportunity to celebrate the past and look to the future

Phase 4: Elections

September 2016

- Election communication anticipated to be undertaken by Electoral Commission returning officer

Phase 5: Implementation

September 2016 onwards

- Launch and implement new brand and corporate style guide
- Consolidate websites
- Implement social media strategy
- Develop and implement community engagement strategy
- Develop and implement council communication strategy
- Undertaken significant community engagement opportunity such as a Strategic Community Plan or service levels
- Strategy for exhibitions/events to celebrate and build community cohesion

Detailed Transition Communication Action Plan

	Activity	Principle	Audience	Cost	Officer	Deadline	Status
1	<i>Eg. Develop a4 information pack to mail to every household</i>		<i>Residents, ratepayers</i>	<i>tbc</i>	<i>J.Smith</i>	<i>Tbc</i>	<i>commenced</i>
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3							
4							
5							
6							
7							

Attachments 3.2-3.6

Randwick City Council Community and Staff Consultation



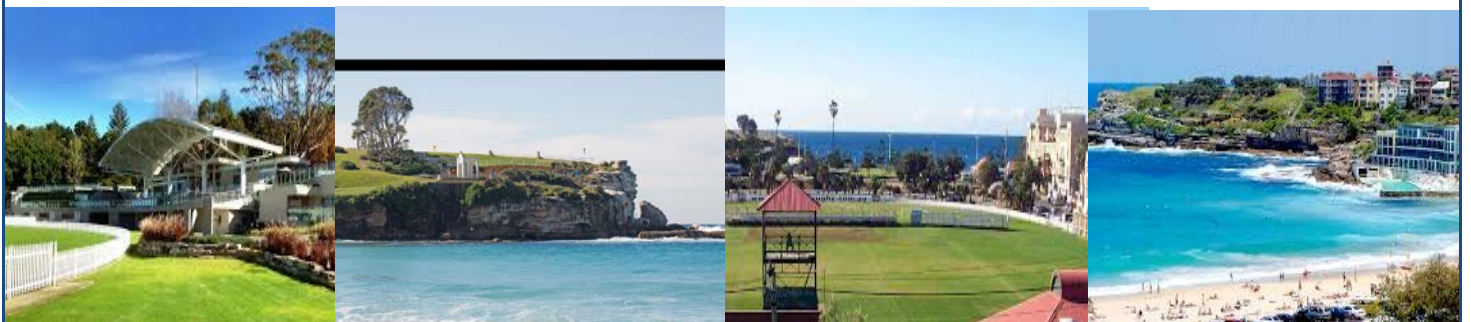
Community Consultation

Randwick City Council

Attachment 3.2	Randwick City's Future – Community consultation Strategy, December 2014.
Attachment 3.3	Randwick Staff Fit for the Future Consultation Overview.
Attachment 3.4	Randwick City's Future Information Pack, February 2015.
Attachment 3.5 (online only)	Randwick Council Website, Local Government Reform, http://www.randwick.nsw.gov.au/about-council/council-and-councillors/local-government-reform
Attachment 3.6 (online only)	Randwick Council Website, Fit for the Future Consultation Page, http://yoursayrandwick.com.au/future

Attachment 3.2

Randwick City's Future - Community Consultation Strategy December 2014



CONFIDENTIAL

This is a final but working document – this means content changes regularly

Randwick City Council Community Engagement Strategy



Project: Fit for the Future December 2014

Plan author: Manager Communication

Team members: Communications Coordinator, Consultation Coordinator, Graphic Designer, Communications Officer, Manager Corporate Improvement, Manager Business Performance Projects.

TRIM reference: F2014/00600

Background

On 10 September 2014 the NSW Premier and NSW Local Government Minister announced a \$1B Fit for the Future package to “give local councils the incentives needed to ensure they are in a position to provide the services and infrastructure their communities need and deserve”.

The announcement was in response to a series of consultations and reports released by the Independent Local Government Review Panel into the future of local government in NSW. The Review Panel’s final report was released in October 2013 and it recommended that Randwick City Council be amalgamated with Botany Bay, City of Sydney, Waverley and Woollahra Councils with the following rationale:

- *Projected 2031 population of 669,400*
- *Close functional interaction and economic/social links between these councils*
- *Need for high-level strategic capacity to promote and support Sydney’s ongoing development as Australia’s premier global city*
- *Scope to bring together Sydney’s international icons and key infrastructure under a single council, and to make better use of the strong rating base of these councils*

On 31 October 2014 the NSW Local Government Minister released a self-assessment toolkit and templates to assist councils respond to the Fit for the Future program. All councils are required to respond by 30 June 2015 using the toolkit to outline how they will be fit for the future.

The toolkit requires councils to consider first and foremost the issue of ‘scale and capacity’. The Guidance Material document states:

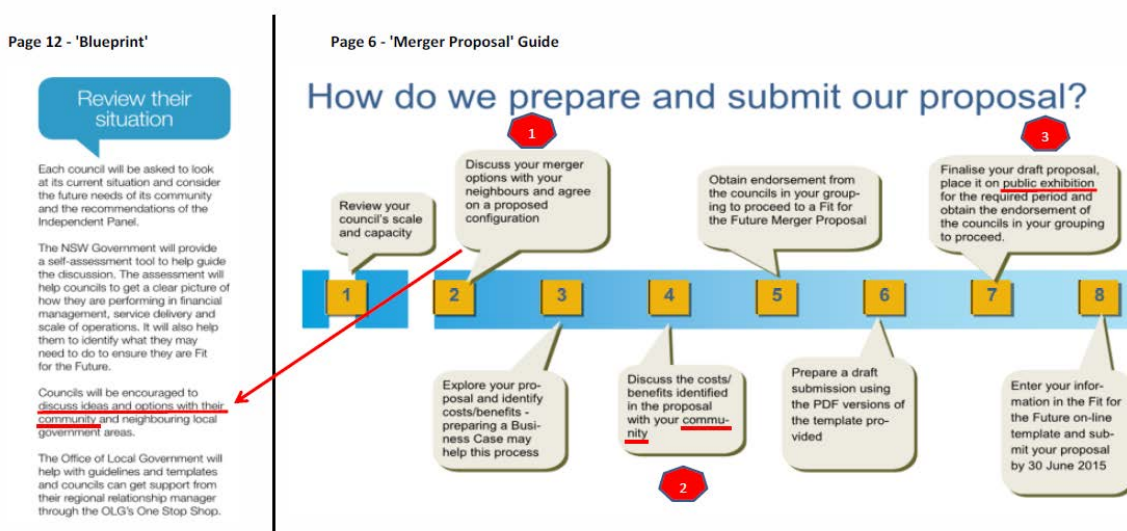
“The starting point for all Fit for the Future proposals is therefore the Independent Panel’s final report. These recommendations should serve as a

guide for your Fit for the Future proposal. You do not have to adopt the exact recommendations of the Panel (in some cases, several options were presented) but your proposal should demonstrate how your council has scale and capacity. If the Panel recommended a merger for your council, this should be the first option you consider."

As the Independent Local Government Review Panel recommended Randwick City Council merge as part of a 'global city' – the Community Engagement Strategy looks at the community engagement requirements of Template 1: Council Merger Proposal.

In the Guidance Document, there is detail about the requirements for community consultation. The following are extracts from the Guidance Material Completing Template 1: Council Merger Proposal document:

Merger Proposal - Three Stages of Community Engagement



It is assumed that the State Government requires at least two, possibly three rounds of community consultation:

1. To discuss merger options with neighbours and the community
2. To discuss the costs/benefits of a merger proposal
3. To publicly exhibit for 28 days a draft merger proposal

This community engagement strategy uses the above background and framework to establish the requirements, timeframe and goals.

Council position

Tuesday, 25 November 2014

RESOLUTION: (Mayor, Cr T Seng) that:

1. Council establishes a working party consisting of the Mayor, a representative of the ALP Councillors, a representative of the Greens Councillors, a representative of the Independent Councillors, and the General Manager, to undertake the necessary due diligence to enable Council to respond in

accordance with the 'Fit for the Future' templates, due June 2015;

2. Council advises the United Services Union that it is supportive of the Union's objective of ensuring the protection of Council employees' conditions and the request for the establishment of a peak committee of representatives from Council's management and the relevant Unions to consult on the development of Council's response to the NSW Government's 'Fit for the Future' policy;
3. outcomes of the working party's due diligence be reported back to Council;
4. and Council consults with the local community by way of a plebiscite or other means to determine our community's view on amalgamations."

This resolution is complemented by Council's previous resolution:

23 September 2014

RESOLUTION: (Andrews/Bowen) that:

1. Council write to the Minister for Local Government and the Premier seeking clarification of the government's policy on forced amalgamations and its relationship to the Fit for the Future package announcement made on 10 September 2014 (and in particular, whether the policy will apply beyond 30 June 2015).
2. this Council unambiguously state it is opposed to the amalgamation of Randwick City Council.
3. the Councillors affirm that they are opposed to amalgamation of Randwick Council now and after the Council Election of 16 September 2016.
4. the Council write to the State Members for Maroubra, Heffron and Coogee seeking clarification that the State Government's policy remains that there be no forced amalgamations of local government after the 2016 Local Government Election.
5. the Council immediately notify residents, ratepayers, businesses, community groups, sporting clubs, surf lifesaving clubs and council staff that this Council does not support the amalgamation of Randwick Council.
6. Council fund a public awareness campaign opposing any amalgamation of Randwick Council.
7. the General Manager arrange a briefing for Councillors as soon as possible in relation to the Fit for the Future package.

Purpose of consultation

1. To satisfy the community engagement requirements of the NSW State Government's Fit for the Future program;
2. To satisfy Council's Community Engagement Policy and involve the community in making a decision about the future of Randwick City;
3. To obtain statistically valid quantitative data and appropriate qualitative data to assist Randwick Council decision makers adopt a position on the issue of local government reform;
4. To ensure all Randwick City residents, ratepayers, business owners and workers have multiple opportunities to learn and take part in discussions about this important issue
5. To determine the community's preference for how Randwick City Council can best become 'fit for the future'

Key messages

1. Randwick City is facing one of its most important decisions in the council's 155-year history.
2. It is clear from the State Government that doing nothing is not an option
3. We need to know what the community think about local government reform and to involve them in deciding the future of Randwick City.

Impact level

1. City wide higher level

Level of participation

- Inform
- Consult
- ✓ Involve
- Partner

Objective: To work directly with the public throughout the process to ensure that public and private concerns are consistently understood and considered.

Public contract: To work with the public and ensure that their concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

Actions: Involve the whole community or identified segments of the community in discussion or debate. Assist the development of informed input through briefing and information dissemination. Use participatory approach in meetings and forums. Involve the community at different stages of the planning process

Risks

- Timeframe is tight to complete consultations and submit proposal by June 2015
- Complex information and difficult for people to easily grasp and understand the costs/benefits of different Council merger scenarios
- Council has resolved to oppose amalgamations but to also establish working group to undertake due diligence to respond to the Fit for the Future templates
- Public criticism over conducting community consultation over December 2014 and January 2015

Stakeholder groups

Group	Proposed engagement approach
residents	Two-stage direct mail, opportunity to be part of focus groups, citizens jury, website, plebiscite information signage.
ratepayers	Two-stage direct mail, opportunity to be part of focus groups, plebiscite, citizens jury, website, information signage.

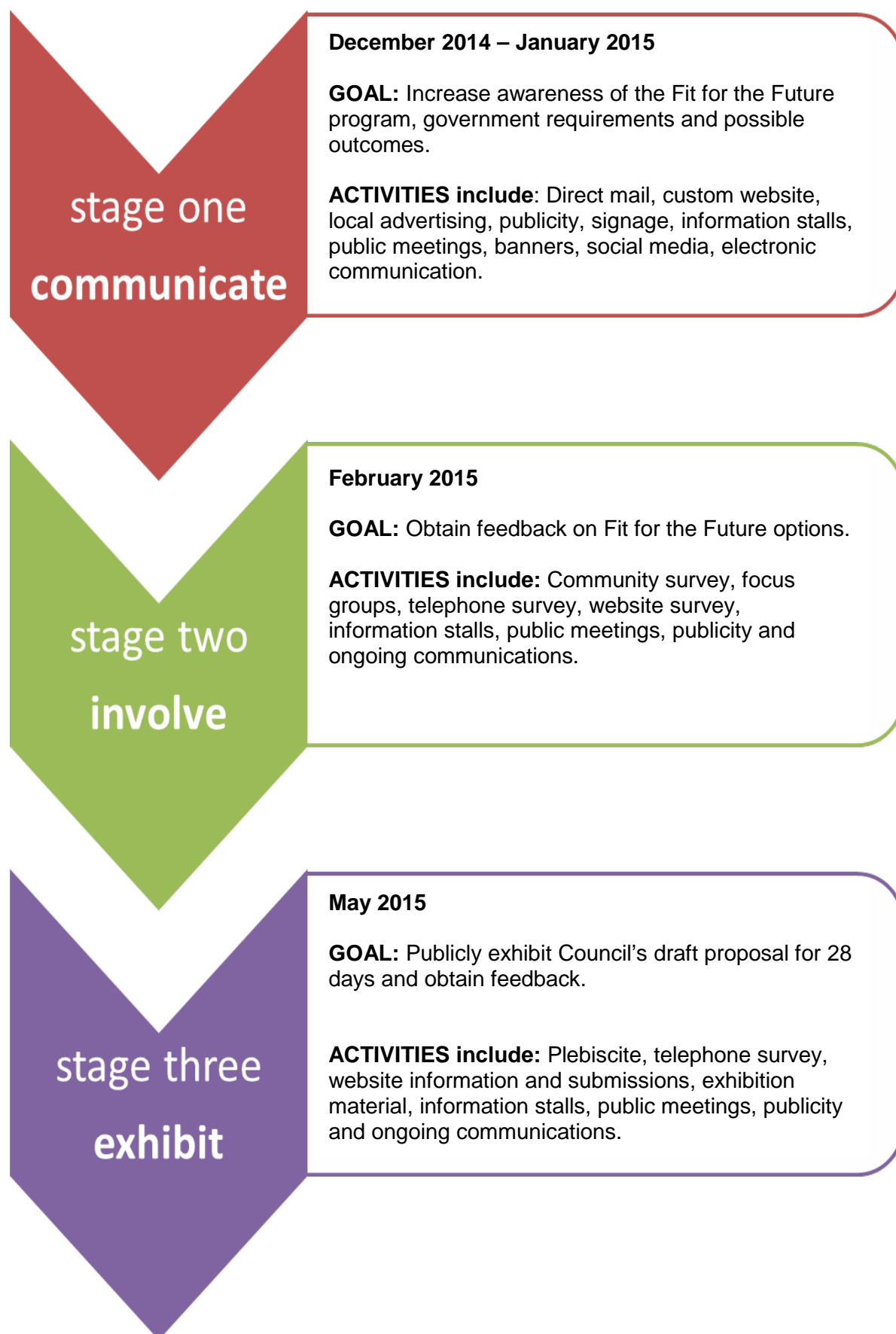
business owners	Info stalls at events, shopping centres, beaches, feature in Randwick Scene magazine, if a property owner see above.
Precincts	Briefing session
Chambers of Commerce	Briefing session
Churches, community groups, surf clubs, sporting groups	Opportunity to receive information as ratepayers and residents and through public meetings and face-to-face engagement.
visitors	Signage and visual communication and engagement through information stalls.

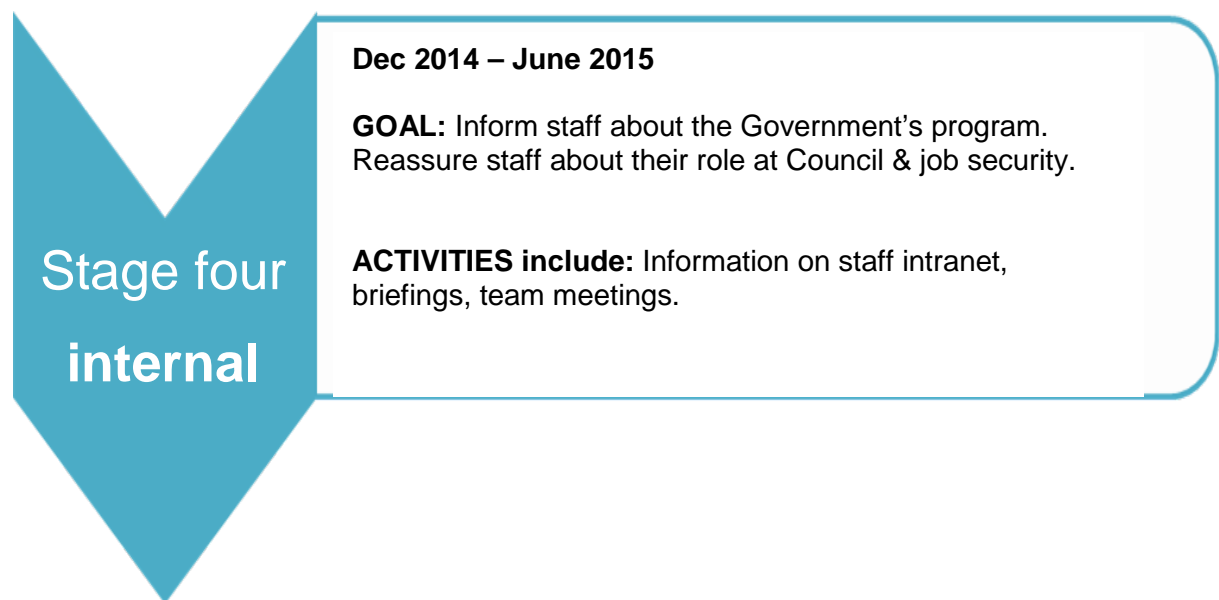
Fit for the future timeframe

Fit for the Future Requirements

As per 'Fit for the Future – A Blueprint for the future of Local Government'

11 Dec 2014 to 28 Feb 2015	Commence discussions with the community, council staff, industry unions and neighbouring councils about the costs and benefits of options (options to be determined by the Councillors' Working Party). Engagement will include direct mail, social media, surveys and stakeholder briefings with a consultation break for the Christmas holiday period (late Dec 2014 to early Jan 2015). (*Stages 1 and 2 of community consultation)
2 Mar 2015	Analyse results of discussions and prepare report to Council
16 Mar to 28 Mar 2015	Staff engagement sessions – all work teams and shifts Consultation with industry unions
31 Mar 2015	Councillors' Briefing Session
7 April 2015	Council extraordinary meeting: <u>Joint resolution</u> from all councils in grouping – agree on a preferred option and prepare a Proposal
8 April 2015	Prepare Proposal
20 to 26 April 2015	Staff engagement sessions – all work teams and shifts Consultation with industry unions
28 April 2015	Resolution to place draft Proposal on public exhibition for 28 days
May 2015	Draft Proposal on public exhibition in all council areas in grouping (28 days minimum) (*Stage 3 of community consultation)
18 to 24 May 2015	Staff engagement sessions – all work teams and shifts Consultation with industry unions
23 June 2015	<u>Joint resolution</u> from all councils in grouping – endorsing the Proposal
24 to 30 June 2015	Staff engagement sessions – all work teams and shifts Consultation with industry unions
30 June 2015	Proposal submission due

Community consultation timeframe



This Community Engagement Strategy details a four-step community consultation program.

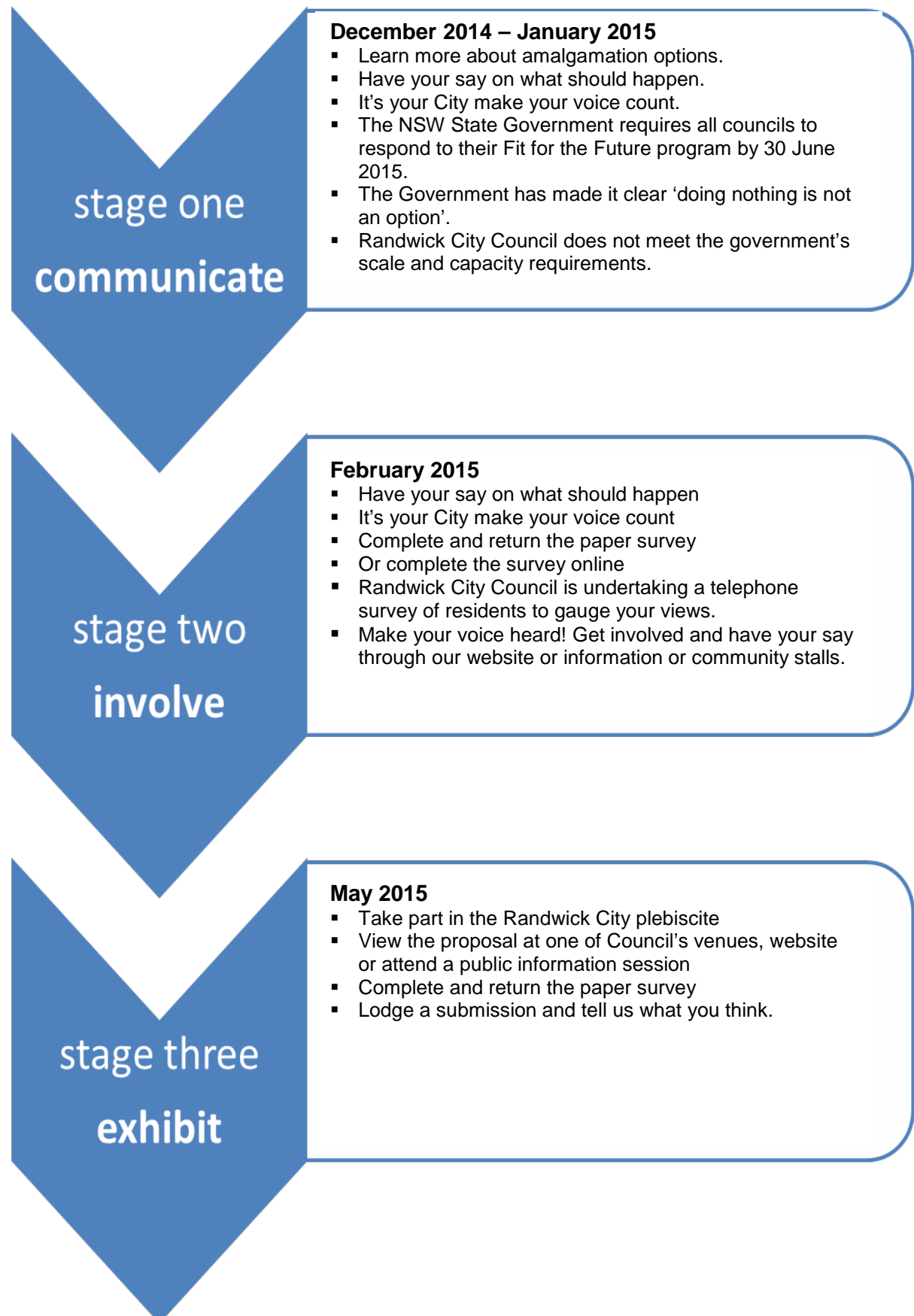
The first phase is designed to better inform the general public about the reform process and the State Government's requirements.

The second stage is the key information gathering process where we will ask the community to complete surveys and undertake deliberative engagement activities such as workshops, focus groups and citizens juries.

The third stage is the formal exhibition of Council's draft proposal for 28-days as required by the State Government in their Fit for the Future program.

This strategy is designed to build the community's interest, knowledge and understanding of this important and complex issue prior to seeking their view via surveys and polls.

The strategy has been designed to undertake the most comprehensive and rigorous consultation possible within the extremely tight timeframe required by the government.

Key messages by timeframe

Detailed engagement strategy action plan

stage one – awareness

Dec 2014 – Jan 2015

	activity	Audience	Cost	Officer	Deadline	Status
1	<p>Direct mail (waste database) Mayoral letter and fact sheets on the range of options for Council's future including:</p> <ul style="list-style-type: none"> - global city (Randwick, Waverley, Woollahra, Botany, City of Sydney) - Randwick/Waverley/Woollahra - Randwick/Botany/Waverley - Randwick/Waverley - Randwick - Randwick/Waverley/Woollahra/Botany <p>Print 66,000 a4 12 page document. Print Custom printed addressed envelope for mailing Print 65,031 letterhead Data charges for mail merge Postage costs for 65,031 letters</p> <p><i>Note: mailout includes approximately 50,000 local households as per Council's waste database and an estimated 15,000 ratepayers who do not live locally.</i></p>	residents ratepayers	\$12,527 \$3,148 \$3,977 \$6,020 \$38,387 \$63,991 total	ES & BH	12 Dec 14	Complete <input checked="" type="checkbox"/>
2	<p>Creation of www.yoursayrandwick.com.au/future website to host information and in the future, forums and future surveys as part of stage two.</p> <p>Includes: FAQs, 7 options, background information</p>	all	inhouse	MR & JH	22 Dec 14	Complete <input checked="" type="checkbox"/>
3	<p>Bus shelter / billboard / phone booth / informational advertising</p> <p>JC Decaux Citylights (bus shelter posters)</p> <p>13 Jan 2015 (week commencing):</p> <ul style="list-style-type: none"> • Clovelly Road / before Avoca Street CLOVELLY 	residents, visitors	\$15,895 (incl s1 and s2)	BH	12 Dec 14	Complete <input checked="" type="checkbox"/>

activity	Audience	Cost	Officer	Deadline	Status
<ul style="list-style-type: none"> • Marine Parade / after McKeon Street MAROUBRA • Beauchamp Road / before Eastern Road MATRAVILLE • Anzac Parade / after Alison Road RANDWICK <p>20 Jan 2015 (week commencing):</p> <ul style="list-style-type: none"> • Darley Road / Alison Road RANDWICK • Maroubra Road / before Anzac Parade MAROUBRA • Clovelly Road / before Carrington Road CLOVELLY • 1212 Anzac Parade / before Franklin Street MATRAVILLE <p>27 Jan 2015 (week commencing):</p> <ul style="list-style-type: none"> • Anzac Parade / after Todman Avenue KENSINGTON • 155 Gardeners Road / before Leonard Avenue KINGSFORD • Coogee Bay Road/ before Melody Street COOGEE • Anzac Parade / before Barker Street RANDWICK • Marine Parade / before Maroubra Road MAROUBRA • Free Citylight locations as per RCC contract <p>Phone booths (street talk)</p> <p>12 Jan – 25 Jan 2015:</p> <ul style="list-style-type: none"> • Brook Street / cnr Coogee Bay Road COOGEE • Middle Street / cnr Anzac Parade KINGSFORD • Bowral Street / Anzac Parade KENSINGTON <p>26 Jan – 8 Feb 2015:</p> <ul style="list-style-type: none"> • Brook Street / cnr Coogee Bay Road COOGEE • Middle Street / cnr Anzac Parade KINGSFORD • Avoca Street RANDWICK • Coogee Bay Road COOGEE • Anzac Parade / opp. Franklin Street MATRAVILLE • Maroubra Road / before Bunnerong Road MAROUBRA 		<p>\$6,498 (incl s1 and s2)</p>			

	activity	Audience	Cost	Officer	Deadline	Status
4	Develop creative concept for campaign Purchase aerial image	all	\$450	MW	8 Dec 14	Complete <input checked="" type="checkbox"/>
6	Advertising in <i>Southern Courier</i> and <i>The Beast</i> (Including online advertising) <ul style="list-style-type: none"> 13 January 2015 <i>Southern Courier</i> Half Page 27 January 2015 <i>Southern Courier</i> Half Page 	residents ratepayers	\$2,283 \$2,283	ES & BH	8 Dec 14	Complete <input checked="" type="checkbox"/>
7	Develop media strategy. Aim: To provide local media with a steady stream of content to enable stories and public discussion about Fit for the Future during this time period <i>Action: Develop schedule</i>	residents ratepayers	inhouse	ES/JH	1 Jan 15	Complete <input checked="" type="checkbox"/>
8	Regular features in Randwick eNews weekly electronic email sent to 13,000 subscribers <ul style="list-style-type: none"> 16 December 2014 – first story alerting people to mailout 	residents ratepayers		BH	various	Complete <input checked="" type="checkbox"/>
	Regular stories on Randwick City Council website about process	residents ratepayers		BH	various	Complete <input checked="" type="checkbox"/>
9	Mayor's Column in <i>Southern Courier</i> and <i>The Beast</i> <i>Southern Courier</i> Randwick News Council advertisement <ul style="list-style-type: none"> 16 December 2014 – Mayoral column mentioning mailout 6 Jan 2015 13 Jan 2015 20 Jan 2015 27 Jan 2015 3 Feb 2015 	residents ratepayers		ES	various	Complete <input checked="" type="checkbox"/>

activity		Audience	Cost	Officer	Deadline	Status																				
	<ul style="list-style-type: none">10 Feb 2015 <p>Mentioned in Mayor's Column only:-</p> <ul style="list-style-type: none">16 Sep 201416 Dec 20146 Jan 20153 Feb 201510 Feb 2015																									
10	<p>Social media strategy: create a conversation with the community to inform and get them thinking about Fit for the Future. Align with advertising messages.</p> <p><u>Action:</u> Develop schedule</p>	residents ratepayers	\$400	ES	1 Jan 15	Complete <input checked="" type="checkbox"/>																				
11	<p>Fit for the Future information booth. Include signage.</p> <table><tr><th>Location</th><th>Date</th><th>Time</th><th>Ward</th></tr><tr><td>Coogee Beach</td><td>Sat 17 Jan</td><td>9am-11am</td><td>East</td></tr><tr><td>Coogee Beach</td><td>Mon 19 Jan</td><td>10am-midday</td><td>East</td></tr><tr><td>Maroubra Beach</td><td>Mon 19 Jan</td><td>2pm-4pm</td><td>Central</td></tr><tr><td>Clovelly Beach</td><td>Tues 20 Jan</td><td>10am-12midday</td><td>North</td></tr></table>	Location	Date	Time	Ward	Coogee Beach	Sat 17 Jan	9am-11am	East	Coogee Beach	Mon 19 Jan	10am-midday	East	Maroubra Beach	Mon 19 Jan	2pm-4pm	Central	Clovelly Beach	Tues 20 Jan	10am-12midday	North	visitors residents	\$700 (to buy display table)	MR	10 Dec 14	Complete <input checked="" type="checkbox"/>
Location	Date	Time	Ward																							
Coogee Beach	Sat 17 Jan	9am-11am	East																							
Coogee Beach	Mon 19 Jan	10am-midday	East																							
Maroubra Beach	Mon 19 Jan	2pm-4pm	Central																							
Clovelly Beach	Tues 20 Jan	10am-12midday	North																							

activity					Audience	Cost	Officer	Deadline	Status
	Pacific Square Shopping Centre, Maroubra Junction	Thu 22 Jan	5pm-7pm	Central					
	Kingsford, Southern Cross Close	Fri 23 Jan	4pm-6pm	West					
	Little Bay, Prince Henry Centre	Mon 26 Jan	midday-2pm	South					
	Peninsula Shopping Centre, Matraville	Wed 28 Jan	4pm-6pm	South					
12	Brief Precincts through Combined Precinct Coordination Committee 28 January 2015 – Combined Precinct Meeting				Precincts	inhouse	GC	28 January 2015	<input checked="" type="checkbox"/> GM briefed Precincts
	Briefing of Surf Clubs by General Manager 27 January 2015				Surf Club presidents	Inhouse	RB	27 January 2015	<input checked="" type="checkbox"/> GM briefed surf clubs
13	Advise customer service of process				Internal	\$0	JH	20 Dec 14	Complete 19 Dec 14 <input checked="" type="checkbox"/>

stage two - involvement

February 2015

	activity	Audience	Cost	officer	deadline	Status												
1	<p>Direct mail (waste database) Mayoral letter, fact sheets and <u>survey</u> on the range of options for Council's future including:</p> <ul style="list-style-type: none">- global city (Randwick, Waverley, Woollahra, Botany, City of Sydney)- Randwick/Waverley/Woollahra- Randwick/Botany/Waverley- Randwick/Waverley- Randwick- Randwick/Waverley/Woollahra/Botany <p>Direct mail to 50,000 local households (using waste database)</p> <p>Direct mail to ratepayers who don't live locally (est. 15,000)</p> <p>February 2015 mailout - 65,000 recipients</p> <table><tr><td>- Information Pack</td><td>10,898.00</td></tr><tr><td>- Letter / survey</td><td>7,128.56</td></tr><tr><td>- Addressed Envelope</td><td>3,148.20</td></tr><tr><td>- Data / mail merge charges</td><td>7,531.50</td></tr><tr><td>- Reply paid envelopes</td><td>1,791.90</td></tr><tr><td>- Postage charges</td><td>38,387.63</td></tr></table>	- Information Pack	10,898.00	- Letter / survey	7,128.56	- Addressed Envelope	3,148.20	- Data / mail merge charges	7,531.50	- Reply paid envelopes	1,791.90	- Postage charges	38,387.63	residents ratepayers	\$68,885	ES/BH	20 Jan 14	<input checked="" type="checkbox"/> Complete
- Information Pack	10,898.00																	
- Letter / survey	7,128.56																	
- Addressed Envelope	3,148.20																	
- Data / mail merge charges	7,531.50																	
- Reply paid envelopes	1,791.90																	
- Postage charges	38,387.63																	
2	<p>Insert DL flyer into rates mail-out. (rates notice scheduled for issue between 19 and 23 January but could be up until 30 Jan)</p> <p>Quantity: 30,000</p>	ratepayers	\$2300	ES	15 Jan 15	<input checked="" type="checkbox"/> Complete												
3	<p>Feature story in <i>Randwick Scene</i> about the reform process and encouraging people to respond either via mailout, rates notice or online.</p>	residents	NA	ES	25 Jan 15	Scene not being published.												

	activity	Audience	Cost	officer	deadline	Status
4	Update www.yoursayrandwick.com.au/future website to host online survey			MR		
5	<p>Update Bus shelter / billboard / phone booth informational advertising to promote survey participation</p> <p>JC Decaux Citylights (bus shelter posters)</p> <p>3 Feb 2015 (week commencing)</p> <ul style="list-style-type: none"> Frenchmans Road / before Clovelly Road CLOVELLY Anzac Parade / before Botany Street KINGSFORD Belmore Road / before Avoca St RANDWICK Franklin St / before Clarence St MATRAVILLE Free Citylight locations as per RCC contract <p>10 Feb 2015 (week commencing)</p> <ul style="list-style-type: none"> 1367 Anzac Parade / after Nyan St CHIFLEY Coogee Bay Road / before Perouse Road COOGEE Todman Avenue / before Balfour Street KENSINGTON Avoca Street / before Frenchmans Road RANDWICK Free Citylight locations as per RCC contract <p>17 Feb 2015 (week commencing)</p> <ul style="list-style-type: none"> Alison Road/ Doncaster Avenue RANDWICK 159 Bunnerong Road / before Snape Street KINGSFORD Malabar Road / before Edgecliffe Ave COOGEE Clovelly Road / just before Beach Street CLOVELLY Anzac Parade / before Storey Street MAROUBRA Free Citylight locations as per RCC contract <p>Phone booths (street talk) – 2 weeks</p> <ul style="list-style-type: none"> Bowral Street / Anzac Parade KENSINGTON Wallace Street / cnr Anzac Parade KINGSFORD 	residents visitors	<p>\$15,895 (incl s1 and s2)</p> <p>\$6,498 (incl s1 and s2)</p>	BH		<p>Complete</p> 

activity		Audience	Cost	officer	deadline	Status																												
	<ul style="list-style-type: none">Anzac Parade / after Franklin Street MALABARAnzac Parade / opp. Franklin Street MATRAVILLEMaroubra Road / before Bunnerong Road MAROUBRABrook Street / cnr Coogee Bay Road COOGEEClovelly Road / Arden Street CLOVELLY																																	
6	Advertising in <i>Southern Courier</i> and <i>The Beast</i> <ul style="list-style-type: none">Southern Courier 10 February 2015 Full Page advertisementSouthern Courier 24 February 2015 Full Page advertisementFebruary 2015 <i>The Beast</i> full page (published 20 Jan 15)	residents ratepayers	\$4,565 \$4,565 \$1,760	BH		Complete <input checked="" type="checkbox"/>																												
7	Continue media strategy as developed in stage one.			ES/JH		Complete <input checked="" type="checkbox"/>																												
8	Regular features in Randwick eNews weekly electronic email sent to 13,000 subscribers			BH		Complete <input checked="" type="checkbox"/>																												
9	Regular stories on Randwick City Council website encouraging participation in survey			ES		Complete <input checked="" type="checkbox"/>																												
10	Social media strategy: create a conversation with the community to inform and get them thinking about Fit for the Future			ES		Complete <input checked="" type="checkbox"/>																												
11	Fit for the Future information booth – including survey completion options <table><tr><th>Location</th><th>Date</th><th>Time</th><th>Ward</th></tr><tr><td>Coogee Beach</td><td>Sat 7 Feb</td><td>10am-midday</td><td>East</td></tr><tr><td>Kingsford, Southern Cross Close</td><td>Mon 9 Feb</td><td>midday-2pm</td><td>West</td></tr><tr><td>Coogee Beach</td><td>Tue 10 Feb</td><td>7am-9am</td><td>East</td></tr><tr><td>Royal Randwick Shopping Centre</td><td>Thu 12 Feb</td><td>3pm-7pm</td><td>West</td></tr><tr><td>Clovelly Beach</td><td>Tue 17 Feb</td><td>4pm-6pm</td><td>North</td></tr><tr><td>Peninsula Shopping Centre, Matraville</td><td>Wed 18 Feb</td><td>4pm-6pm</td><td>South</td></tr></table>	Location	Date	Time	Ward	Coogee Beach	Sat 7 Feb	10am-midday	East	Kingsford, Southern Cross Close	Mon 9 Feb	midday-2pm	West	Coogee Beach	Tue 10 Feb	7am-9am	East	Royal Randwick Shopping Centre	Thu 12 Feb	3pm-7pm	West	Clovelly Beach	Tue 17 Feb	4pm-6pm	North	Peninsula Shopping Centre, Matraville	Wed 18 Feb	4pm-6pm	South	Randwick City residents	\$0	MR		Complete <input checked="" type="checkbox"/>
Location	Date	Time	Ward																															
Coogee Beach	Sat 7 Feb	10am-midday	East																															
Kingsford, Southern Cross Close	Mon 9 Feb	midday-2pm	West																															
Coogee Beach	Tue 10 Feb	7am-9am	East																															
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Clovelly Beach	Tue 17 Feb	4pm-6pm	North																															
Peninsula Shopping Centre, Matraville	Wed 18 Feb	4pm-6pm	South																															

activity					Audience	Cost	officer	deadline	Status
	Pacific Square Shopping Centre, Maroubra Junction	Thu 19 Feb	midday -2pm	Central					
	Maroubra Beach	Fri 20 Feb	9am-11am	Central					
12	Focus groups <ul style="list-style-type: none"> Disability Tue 17 Feb 11-1pm Randwick Room, Randwick Council, 30 Frances St Randwick CALD Tue 17 Feb 5.30-7.30 Level 3 Bowen Library Maroubra (Cnr Gale Rd and Anzac Pde) ATSI Wed 18 Feb 1-3pm La Perouse Local Aboriginal Lands Council – Yarra Bay House, Elaroo Ave La Perouse Youth Wed 18 Feb 5.30-7.30pm Level 3 Bowen Library Maroubra (Cnr Gale Rd and Anzac Pde) Council specialist officers working with Straight Talk on structure and plan for Focus Groups.				Niche communities	\$20,000	MR		Complete <input checked="" type="checkbox"/>
13	Deliberative Engagement Panel – Citizens Jury (ON HOLD)				General representation	TBC	MR		Not proceeding
14	Telephone survey of randomly selected residents Micromex engaged. 3 February 2015 – first stage of recruitment 16 February 2015 – call back process				General representation	\$48,150	MR		Complete <input checked="" type="checkbox"/>
15	Engage temporary staff members to data enter survey responses. Adecco. 4 Feb to 6 March				NA	\$11,000	JH	15 Jan 15	Complete <input checked="" type="checkbox"/> 4 Feb – 13 March

stage three - exhibition May 2015 (28 April – 26 May 2015)

	activity	Audience	Cost	officer	Deadline	Status
1	Notify those who have expressed an interest in proposal (ie. Those that asked to be kept informed via the survey in stage two or through information booths in stages one and two)	All	Inhouse	JH	28 April 15	Complete <input checked="" type="checkbox"/>
2	Put document on www.yoursayrandwick.com.au/future	ratepayers	Inhouse	MR	28 April 15	Complete <input checked="" type="checkbox"/>
3	Hard copy documents available for viewing at Council's Administration Centre and Public Libraries	Residents	Inhouse	MR	28 April 15	Complete <input checked="" type="checkbox"/>
4	Issue media release about exhibition period	Residents ratepayers	Inhouse	ES	28 April 15	Complete <input checked="" type="checkbox"/>
5	Advertising in <i>Southern Courier</i> and <i>The Beast</i> and consider metro newspaper advertisement. <i>Southern Courier</i> publishes on Tuesday 28 April 2015.	Residents ratepayers		BH	7 April 15 (beast) 21 April 14 (courier)	Complete <input checked="" type="checkbox"/>
6	Local Government plebiscite (poll) to be held in May 2015	Residents Ratepayers		DK	May	Not proceeding. Electoral Commission would not provide roll.
7	Telephone survey	Residents		JH	May	Not proceeding
8	Notify residents of public exhibition through Randwick eNews weekly electronic email sent to 13,000 subscribers. Editions of: - 29 April, 6 May, 13 May, 20 May, 27 May 2015	Residents ratepayers	Inhouse	BH		Complete <input checked="" type="checkbox"/>
9	News story on Council website	Residents ratepayers	Inhouse	BH	28 April 15	Complete <input checked="" type="checkbox"/>

10	Notify Council's social media followers. Various times.	Residents ratepayers	Inhouse	ES	28 April 15	Complete <input checked="" type="checkbox"/>
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stage four – internal staff engagement program

December 2014 – June 2015

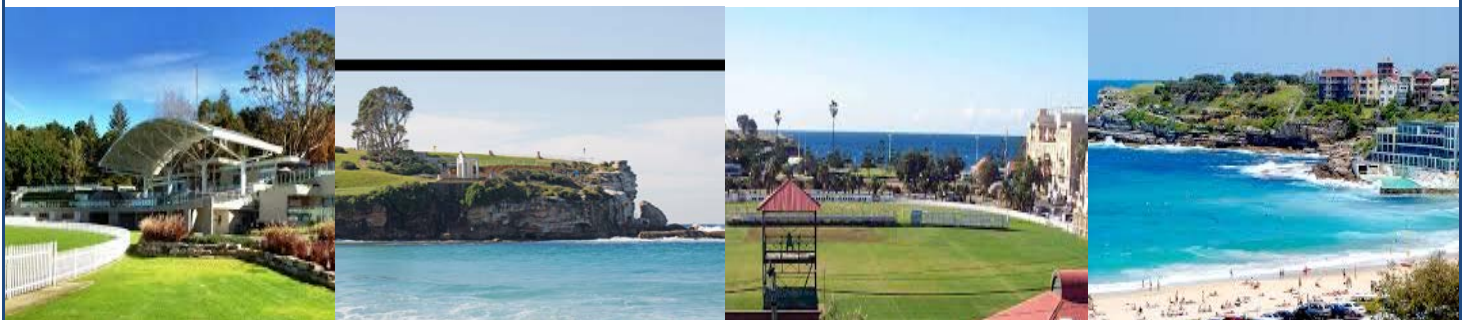
activity

DATE	SESSION	TEAM	LOCATIONS
Thursday 4 December 2014	0900 - 1000	Depot Ganger Meeting - Discussion	Matraverse Room
	10.30-11.30	USU Delegates - Presentation	Matraverse Room
	1400 - 1500	JCC - Discussion	Matraverse Room
Wednesday 10 December 2014	0930 - 1130	Joint MANEX - Presentation	Randwick Room
Thursday 11 December 2014	0800 - 1000	DEPOT - Coordinators and Supervisors	Matraverse Room
	1000 - 1100	Peak Union Consultation Meeting	Matraverse Room
Friday 12 December 2014	0730 - 0930	Lifeguards A and Coast 1	Matraverse Room
	1030 - 1230	Integrated Transport and Technical Services	Randwick Room
	1330 - 1530	DRLC	Studio 1
Monday 15 December 2014	0730 - 0930	Lifeguards B and Coast 2	Matraverse Room
	1100 - 1300	Governance	Randwick Room
	1300 - 1500	Governance	Randwick Room
	1500 - 1700	Governance	Randwick Room
Tuesday 16 December 2014	0730 - 0930	DEPOT	SES Room
	1030 - 1230	DEPOT	SES Room

	1330 - 1530	DEPOT	SES Room
	1430 - 1630	Governance	Randwick Room
	0800 - 1000	City Planning	Randwick Room
	1000 - 1200	City Planning	Randwick Room
DATE	SESSION	TEAM	LOCATIONS
Wednesday 17 December 2014	0730 - 0930	DEPOT	SES Room
	1030 - 1230	DEPOT	SES Room
	1400 - 1600	Bowen Library 1	Level 2 Meeting Room
	1030 - 1230	City Planning	Kensington Room
	1400 - 1600	City Planning	Randwick Room
Thursday 18 December 2014	0830 - 1030	City Planning	Randwick Room
	0730 - 0930	DEPOT	SES Room
	1030 - 1230	Randwick Library	Margaret Martin Mtg Room
	1500 - 1700	Bowen Library 2	Level 2 Meeting Room
Friday 19 December 2014	0730 - 0930	DEPOT	SES Room
	0830 - 1030	Governance	Randwick Room
Monday 22 December 2014	1030 - 1230	GM's Office/Comms/ Corporate Improvement	Kensington Room

Attachment 3.3

Randwick Staff Fit for the Future Consultation Overview



Randwick Staff Fit for the Future Consultation Overview

1

General Manager's message

I Am Local

If you're travelling around the Randwick City, keep an eye out for our latest community campaign featured on our street banners.

Celebrating life and diversity in Randwick City. I Am Local features 151 people who live, work or study in the area and embody a sense of community.

To find out more visit www.yourayrandwick.com.au/iamlocal

Ray Brownlee
General Manager

Search this site

Quick find

Our Organisation | Staff Services | News and Events | Business Applications and Processes | Documents, Policies and Forms | Workplace Health and Safety

Staff Directory

Type name, department, part of name

Search Staff Directory

Employee quick find

Select from the drop down

See A-Z of staff

RCC values and behaviours

Excellence: Teamwork

Encourage teamwork within and across all departments and areas of the organisation

2

Your feedback is vital to help us understand staff attitudes to council amalgamations and will help inform Council's position and submission to the State Government.

Alternatively you can complete this survey online at: www.surveymonkey.com/t/fitfortheFutureStaffSurvey

Staff Survey Our Future

1. How important is it to the future of Randwick City Council to be a part of the State Government's Fit for the Future program?

Very important
Important
Somewhat important
Not very important
Not at all important

2. Are you aware of the State Government's Fit for the Future program?

Yes
No
Unsure

3. How well informed are you of the Fit for the Future program and what it means?

Very informed
Informed
Somewhat informed
Not at all informed

4. How do you feel about the Fit for the Future program? (Tick all that apply)

All steps to Randwick amalgamations are necessary
Team meetings
Discussion
Other please specify: _____

5. How effective is Council's communication keeping you informed of updates on the future program?

Very effective
Effective
Somewhat effective
Not very effective
Not at all effective

6. How supportive are you of the State Government's Fit for the Future program?

Very supportive
Supportive
Somewhat supportive
Not very supportive
Not at all supportive

7. Do you feel there will be a loss of our KARE values if these five councils amalgamate into a global city?

Yes
No
Unsure

8. Do you think a larger council will make it more difficult to deliver services to the community?

Yes
No
Unsure

9. If amalgamation occurs, what would be the best option for Randwick?

An eastern suburbs council (comprising possible combinations of Randwick, Waverley, Warringham and Epping)

Other city (as per the independent Local Government Review Panel's recommendation to amalgamate City of Sydney, Randwick, Waverley, Warringham and Epping)

Unsure

3

Staff NEWS

RANDWICK CITY COUNCIL STAFF NEWSLETTER

4 JUNE 2015

SPECIAL EDITION

FIT FOR THE future

Staff update

MESSAGE FROM THE MAYOR

Dear staff,

Last week, Council made an historic decision to support amalgamation with our neighbouring councils Waverley and Warringham Bay.

This was a very difficult decision for us, but one which a majority of Council members agree to the best option for our council, residents and employees.

The State Government has already recommended a merger for us to join a single global city council of more than 500,000 residents comprising Randwick, Waverley, Warringham Bay and Warringham.

If we do nothing, or propose to stand alone, the Government will proceed with the plan. We'll become a "suburban outpost" of a global city council based at Sydney Town Hall. One that would in doubt be highly resented by our staff and our sense of community completely lost.

We don't want this to happen. We don't want to lose our unique beachside identity and our voice.

By proposing a credible alternative to the global city we are protecting our identity and protecting our unique beachside identity.

Part of our decision last week involved re-affirming our commitment to our staff with the pre-condition that any merger agreement includes the enhanced employment protections set 4 years as we've agreed with the Union.

Thanks to the ongoing efforts of our staff, Randwick is one of the state's leading councils and our community is extremely satisfied with the services we currently provide. We are leaders in the local government industry and our goal is to continue to lead the way through this period of change, to ensure the best long-term outcome for our staff and our community.

Councillor Ted Bond
Mayor of Randwick

Continued on page 2

4

Our Future: Staff Survey February 2015

The next staff information sessions will be held in late May, to update you on key points of the State Government's Fit for the Future program.

Key points at the next staff information sessions will be:

- Update on the Memorandum of Understanding (MoU) for extra employment protections,
- Reporting the complete findings from the Our Future staff survey and,
- Reporting the Randwick City's Future community survey findings.

Here is a snapshot of Our Future staff survey findings:

- 88% of staff find the culture of Randwick City Council to be important
- 83% believe that the best option for Randwick City Council, if amalgamations occur, is an eastern suburbs council

We look forward to seeing you at the April staff information sessions.

For more information contact Jade Frangopolis on 9399 0905 jade.frangopolis@randwick.nsw.gov.au alternatively, contact Sandeep Viridi on 9399 0575 sandeep.viridi@randwick.nsw.gov.au

5

2014 Employee engagement survey

82% Are proud to work at Randwick City Council (up 1% from 2013)

83% I feel others great things about working here (up 1% from 2013)

82% Get a sense of accomplishment from their work (up 1% from 2013)

87% Feel workplace safety and security is important (up 1% from 2013)

74% It would take a lot to get me to leave this organisation (up 1% from 2013)

78% Our work environment is open and accepts individual differences (up 1% from 2013)

80% Truly enjoy their day-to-day work tasks (up 1% from 2013)

79% Council has an excellent reputation among our community (up 1% from 2013)

Results from the 2014 AON Hewitt employee engagement survey

6

Randwick City Council

Fit for the Future – NSW State Government Reform

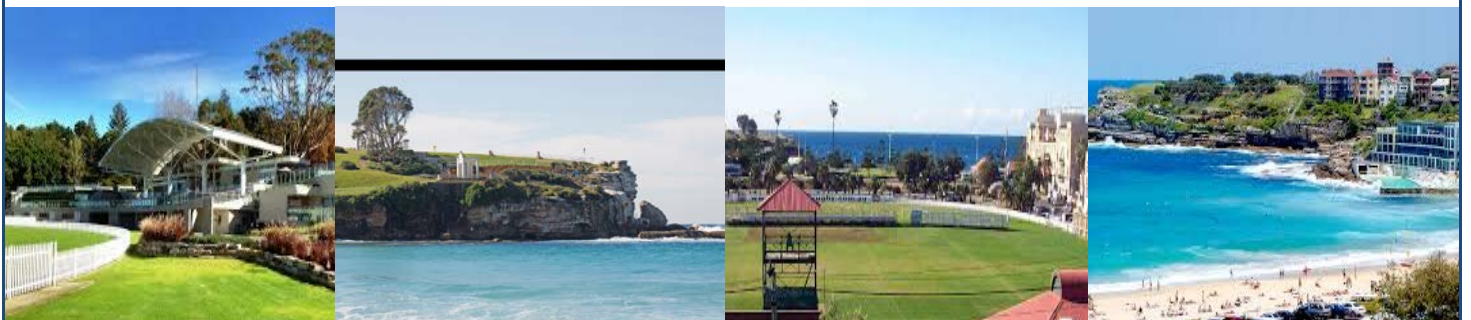
May – June 2015 – Staff Consultation #2

Staff consultation material addressing the Fit for the Future program;

1. Local government reform page on the Intranet (Simeon)
2. Staff survey to help us understand staff attitudes on council amalgamations
3. Staff News – updates
4. Staff survey results
5. AON Hewitt engagement results
6. Staff consultation sessions Dec 2014 and May to June 2015
7. Staff sessions poster

Attachment 3.4

Randwick City's Future Information Pack



FEBRUARY 2015

RANDWICK CITY'S future

HAVE
YOUR
SAY

Information pack (second edition)

The NSW State Government's Fit for the Future
program and what it means for Randwick City



Randwick City Council
a sense of community



www.yoursayrandwick.com.au/future 1300 722 542



MESSAGE FROM THE MAYOR

The NSW State Government has released its 'Fit for the Future' program which requires most NSW councils to consider amalgamation options with neighbouring councils.

Unfortunately, despite Randwick Council's excellent financial and asset management position, we do not satisfy the NSW Government's requirement for 'scale and capacity' (ie. population size).

The Government wants us to consider an amalgamation with City of Sydney, Woollahra, Waverley and Botany councils – building a global city with more than 500,000 residents.

We don't support amalgamation or the creation of a global city as we value our Randwick identity, local representation and existing quality services and facilities.

However, we are required to show the NSW Government that we can meet their scale and capacity (i.e. population

size considered to be above 200,000) requirements in some way, whether it be through their preferred global city option or a merger that is broadly consistent. The Government has made it clear that "doing nothing is not an option".

We want to know what our community wants for the future of your city. This Information Pack provides lots of details about amalgamation options as well information about how you can have your say.

I encourage you to read the information and have your say on this important issue. Your feedback is critical to help us formulate a submission to the NSW Government by 30 June 2015.



Ted Seng
Mayor of Randwick

HAVE YOUR SAY

We are inviting all Randwick City residents, ratepayers and business owners to tell us what you want for the future of the City of Randwick. There are multiple ways you can have your say.

Community survey

Every resident and ratepayer will receive a community survey in the mail. Please complete and return the survey to us using the reply paid envelope. Alternatively you may complete this survey online and take part in forums on our special consultation website www.yoursayrandwick.com.au/future.

Focus groups

Throughout February 2015 we'll be conducting consultation sessions with randomly chosen Randwick City residents. These focus groups help us understand the community's attitude and perception of local government reform.

Telephone survey

We have engaged an independent research firm to undertake a community telephone survey about amalgamations and the future of Randwick City. Survey participants are randomly chosen and represent the demographics of the Randwick City community. If you receive a phone call, please consider taking five minutes to tell us your view.

Information sessions

Chat with Council staff at one of our informal pop-up information stalls being held throughout February 2015. We are holding these information stalls at local beaches and shopping centres to make talking with Council more convenient.

Saturday 7 February
10am - midday Coogee Beach

Monday 9 February
midday - 2pm Kingsford, Southern Cross Close

Tuesday 10 February
7am-9am Coogee Beach

Thursday 17 February
3pm - 7pm Royal Randwick Shopping Centre

Tuesday 17 February
4pm - 6pm Clovelly Beach

Wednesday 18 February
4pm - 6pm Matraville Peninsula Shopping Centre

Thursday 19 February
midday - 2pm Pacific Square Shopping Centre, Maroubra

Friday 20 February
9am - 11am Maroubra Beach

For more information please contact us on **1300 722 542** or via email council@randwick.nsw.gov.au.

COUNCIL AMALGAMATIONS

Since 2011, the future of Local Government across NSW has been on the NSW Government's agenda. On 10 September 2014 the NSW Premier and NSW Local Government Minister announced a \$1 billion 'Fit for the Future' package to "give local councils the incentives needed to ensure they are in a position to provide the services and infrastructure their communities need and deserve".

Independent Local Government Review Panel position

The Fit for the Future announcement was in response to the Independent Local Government Review Panel's Final report released 12 months earlier. The Review Panel report included ideas for council mergers and reform and it recommended that Randwick City Council be amalgamated with Botany Bay, City of Sydney, Waverley and Woollahra Councils to form a "Global City".

Fit for the Future proposal

The NSW Government's Fit for the Future package requires all councils to use the recommendations of the Review Panel as their starting point in terms of 'scale and capacity'. For Randwick City Council, this means considering the global city option or a merger option that is 'broadly consistent'. The Government has indicated that only those councils that put in submissions will have a role in any proposed boundary changes that the Government may make.

Randwick City Council's position

Randwick City Council already has a balanced budget and remains debt-free, providing high

quality services for our community. Council is opposed to amalgamations. Unfortunately, despite Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program.

Independent Eastern Sydney report

Randwick City Council, over the past several years, has been strenuous in its due diligence around Local Government reform. In June 2012, the Council commissioned a report by SGS Economics and Planning on potential options for structural change within eastern Sydney. Four options were tested based on combinations of merging Randwick, Waverley, Woollahra and Botany councils (pages 6 – 10).

The report used the same model in which Randwick Council currently operates its services across all four options of a merged council in the eastern suburbs. The report concluded that all options for structural change would result in a net surplus over 10 years of up to \$482 million. The options are presented on pages 6, 7, 8, 9 and 10 and use this SGS modelling to show the potential financial savings that could be achieved over a 10 year period.

"The starting point for all Fit for the Future proposals is therefore the Independent Panel's final report. You do not have to adopt the exact recommendations of the Panel but your proposal should demonstrate how your council has scale and capacity. If the Panel recommended a merger for your council, this should be the first option you consider."

Fit for the Future Guidance Material, Template 1, page 7.

This Information Pack will assist you in completing the Community Survey.

CURRENT SITUATION

This table shows the most up-to-date data available on the five councils as they currently operate independently.

	Randwick	Waverley	Woollahra	Botany	Sydney
Population	142,310	70,706	57,677	43,292	191,918
2031 forecast population	174,300	82,150	67,250	56,050	273,500
TCorp Assessment - Current financial sustainability	Sound	Moderate	Moderate	Moderate	Strong
TCorp Assessment - Financial sustainability outlook	Positive	Positive	Positive	Neutral	Positive
OLG - Infrastructure Management assessment	Very Strong	Strong	Strong	Moderate	Strong
Staff	522	601	376	322	1,773
Population per staff	273	118	153	134	108
Councillors	15	12	15	7	10
Population per Councillor	9,487	5,892	3,845	6,185	19,192
Budget	\$158M	\$144M	\$107M*	\$66M	\$761M
Cost per resident of providing services	\$879	\$1,405	\$1,443	\$1,316	\$2,664
Land size (km ²)	36.3	9.2	12.3	21.7	26.7
Average residential rates	\$1,075	\$1,058	\$1,118	\$689	\$654
Residential rates	\$52M	\$30M	\$27M	\$10M	\$59M
Business rates	\$13M	\$12M	\$5M	\$16M	\$199M
Waste levy	\$511	\$469	\$452	\$458	\$380
Development applications determined	721	553	512	138	1,840
Development application mean gross processing days	77	101	101	129	67
Debt	\$0	\$3M	\$6M*	\$0	\$0
Infrastructure backlog	\$7M	\$12M	\$15M	\$11M	\$67M

* Excludes Kiaora Lands joint venture between Woollahra and Woolworths

RANDWICK

Despite Randwick Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

142,310

population

174,300

estimated 2031 population

522

council staff

273

residents per staff

9,487

residents per Councillor*

\$52M

residential rates

\$13M

business rates

\$879

council's cost per resident

60m²

green space per resident



57%
of Randwick City residents are not supportive of amalgamation
– Micromex telephone survey July 2013

“NO CHANGE IS NOT AN OPTION”

– Paul Toole,
Minister for Local Government
31 Oct 2014

Benefits

- Maintained operations and services
- Maintained level of Councillor representation – 15
- Status-quo
- Record capital works spend
- 95% of residents at least somewhat satisfied with Council performance
- No debt/borrowings
- Proud 155-year heritage
- Strong local representation

- Meets 6 of the 8 NSW Government Fit for the Future requirements (does not meet scale and debt requirements – Randwick has no debt)
- Very strong infrastructure management assessment
- Positive TCorp financial outlook assessment
- Sound TCorp financial sustainability assessment

Costs

- Does not meet the NSW Government's requirements for scale and capacity under the Fit for the Future program (population size)

* Based on the current maximum number of Councillors allowed – 15

All longterm cost savings are compared to Randwick stand alone option as modelled in SGS Economics & Planning Eastern Sydney Local Government Review

† As a result of amalgamation

RANDWICK + BOTANY BAY

A modest size council with some common interests including Port Botany, though the option does not meet the requirements of the Government's Fit for the Future program.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

185,602

population

230,350

estimated 2031 population

844

council staff

220

residents per staff

12,373

residents per Councillor*

\$62M

residential rates

\$30M

business rates

\$981

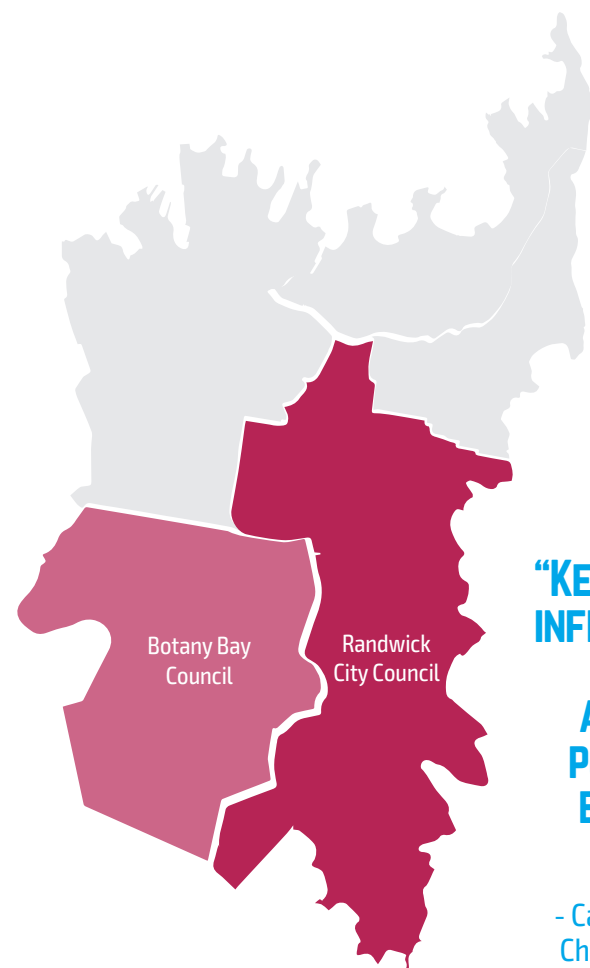
council's cost per resident

51m²

green space per resident

\$90M[#]

projected savings over 10 years



"KEY TRANSPORT INFRASTRUCTURE SUCH AS AIRPORTS AND PORTS, SHOULD BE WITHIN THE SAME LGA"

- Case for Sustainable Change, ILGRP report, Nov 2012, pg 29.

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$90M in cost savings over 10 years
- Debt-free council

Costs

- Not consistent with State Government's scale and capacity requirements
- Fewer Councillors for local representation
- Initial and short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15

Based on data publicly available.

† As a result of amalgamation

RANDWICK + WAVERLEY

A modest council size with common interests including beaches, ocean pools and coastal communities in the eastern suburbs.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

213,016

population

256,450

estimated 2031 population

1,123

council staff

190

residents per staff

14,201

residents per Councillor*

\$82M

residential rates

\$25M

business rates

\$1,054

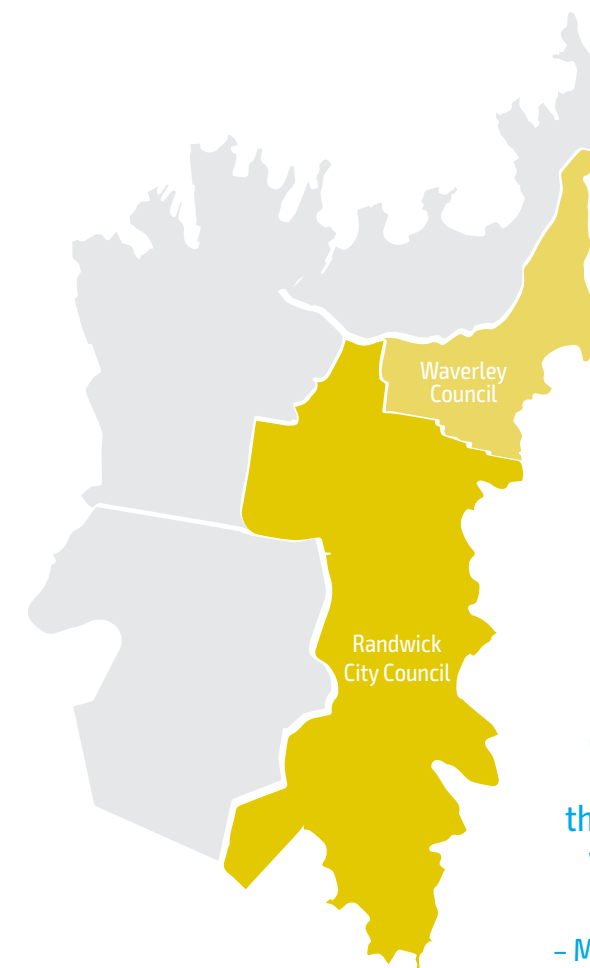
council's cost per resident

44m²

green space per resident

\$241M[#]

projected savings over 10 years



46%
of Randwick City residents said they most identify with the Eastern Suburbs

- Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$241M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15

SGS Economics & Planning Eastern Sydney Local Government Review

† As a result of amalgamation

RANDWICK + WAVERLEY + BOTANY BAY

A population of more than 250,000 residents and commonality including eastern suburbs beaches. This option includes Botany growth areas, industrial areas around Port Botany and Sydney Airport in one council.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

256,308

population

312,500

estimated 2031 population

1,445

council staff

177

residents per staff

17,087

residents per Councillor*

\$92M

residential rates

\$41M

business rates

\$1,098

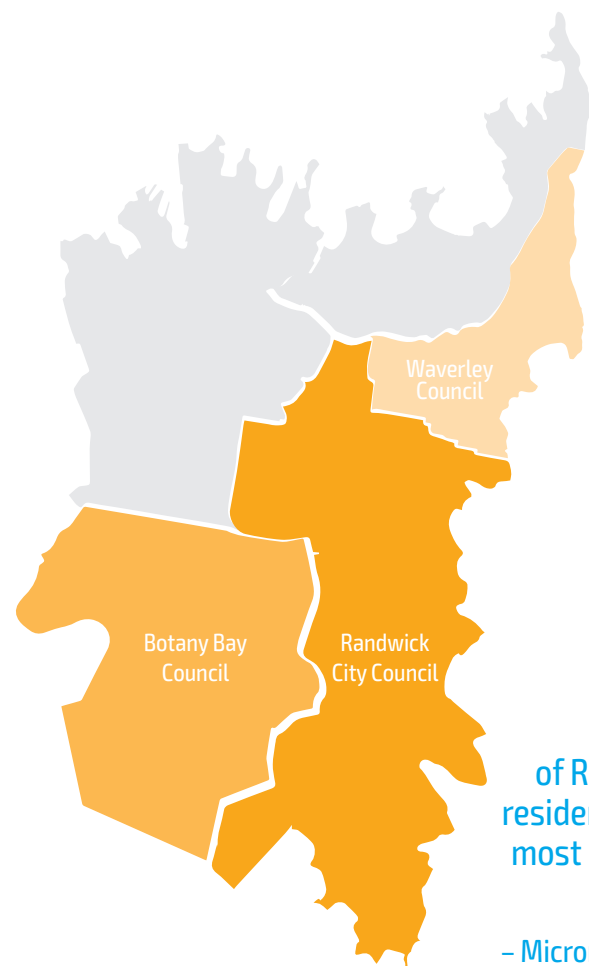
council's cost per resident

41m²

green space per resident

\$338M[#]

projected savings over 10 years



38%
of Randwick City residents said they most identify with their suburb

– Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$338M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed – 15
SGS Economics & Planning Eastern Sydney Local Government Review
† As a result of amalgamation

RANDWICK + WAVERLEY + WOOLLAHRA

A population of more than 270,000 residents with common interests including beaches, ocean and harbour pools and coastal and harbourside communities in the eastern suburbs.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

270,693

population

323,700

estimated 2031 population

1,499

council staff

181

residents per staff

18,046

residents per Councillor*

\$109M

residential rates

\$30M

business rates

\$1,137

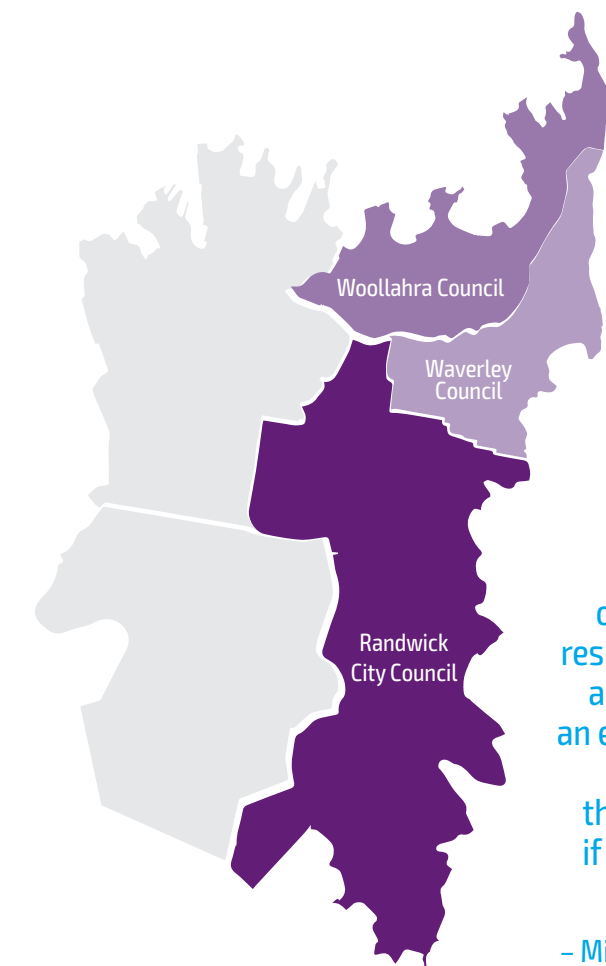
council's cost per resident

39m²

green space per resident

\$393M[#]

projected savings over 10 years



89%
of Randwick City residents prefer an amalgamation of an eastern suburbs council rather than a Global City if amalgamations occur

– Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- \$393M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed – 15
SGS Economics & Planning Eastern Sydney Local Government Review
† As a result of amalgamation

RANDWICK + WAVERLEY + BOTANY BAY + WOOLLAHRA

A population of more than 300,000 residents taking in the extended eastern suburbs from Sydney Harbour to Port Botany. Includes communities of interest such as coastal communities, beaches, ocean and harbour pools as well as industrial areas, ports and airports.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

313,985

population

379,750

estimated 2031 population

1821

council staff

172

residents per staff

20,932

residents per Councillor*

\$119M

residential rates

\$46M

business rates

\$1,162

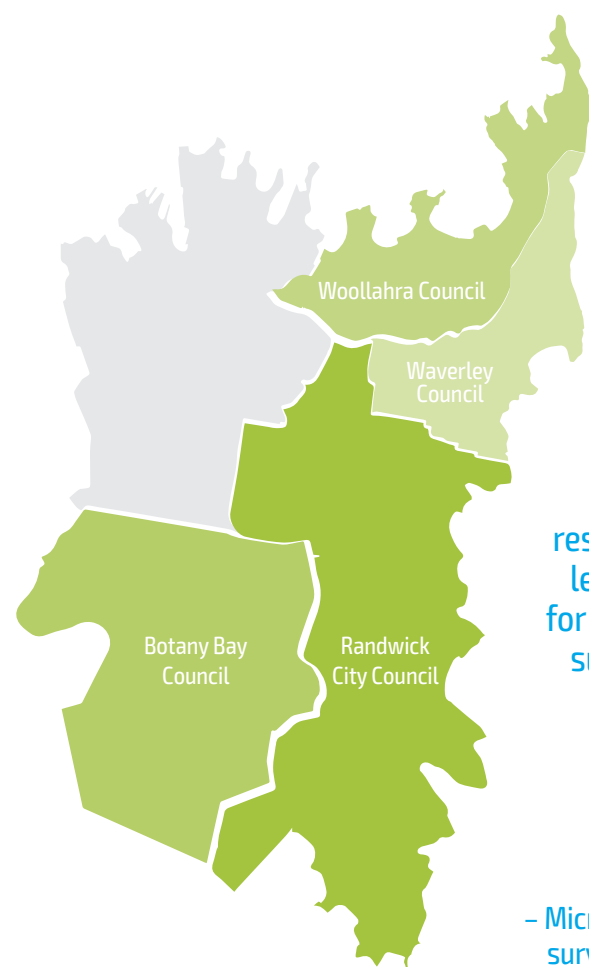
council's cost per resident

36m²

green space per resident

\$482M[#]

projected savings over 10 years



76%
of Randwick residents show a level of support for a new eastern suburbs council combining Randwick, Woollahra, Waverley and Botany

– Micromex telephone survey October 2013

Benefits

- No increase in rates
- No increase in waste charges
- Maintained operations and services
- \$482M in cost savings over 10 years
- Debt-free council
- Eastern suburbs community of interest
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

RANDWICK + WAVERLEY + WOOLLAHRA + BOTANY BAY + SYDNEY

A very large global city with divergent communities across city centre, inner city, beachside and suburban areas. Councils of this size are by nature less representative but have financial capacity.



No increase in rates[†]



Significant long-term cost savings



Protects local eastern suburbs identity



Same level of services provided

505,903

population

653,250

estimated 2031 population

3594

council staff

141

residents per staff

33,727

residents per Councillor*

\$178M

residential rates

\$245M

business rates

\$1,731

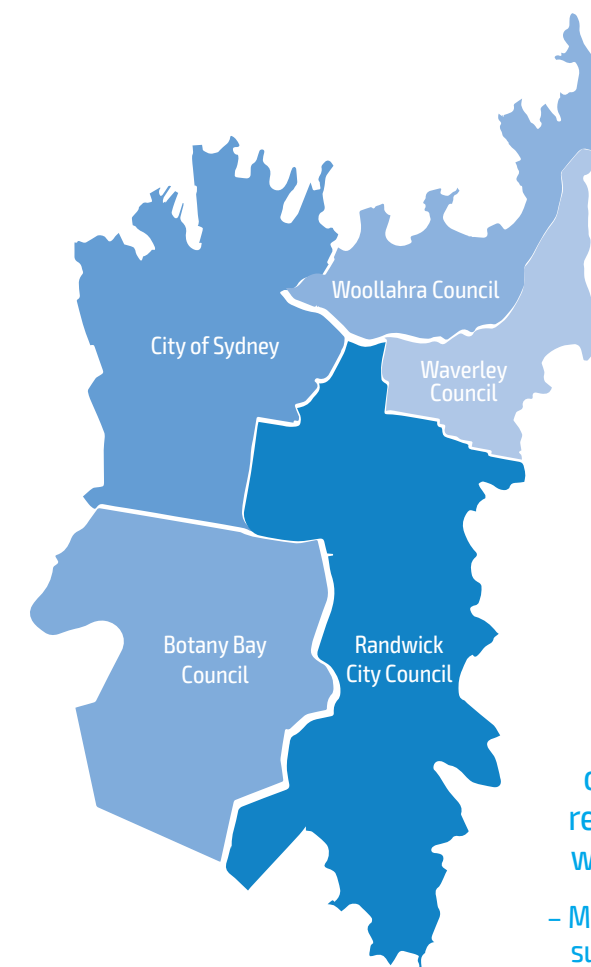
council's cost per resident

27m²

green space per resident

\$not available

diseconomies of scale due to different communities of interest



3%
of Randwick City residents identify with a Global City

– Micromex telephone survey October 2013

Benefits¹

- Projected 2031 population of 653,250
- Close functional interaction and economic/social links between these areas
- Ability for high-level strategic capacity to promote and support Sydney's ongoing development as Australia's premier global city
- Scope to bring together Sydney's international icons and key infrastructure under a single council

Costs

- Loss of eastern suburbs identity
- Fewer Councillors for local representation
- Initial short-term disruptions
- Diseconomies of scale – the requirements of a metropolitan CBD are distinctly different to those of other Council areas and would require multiple types of services operating parallel
- Loss of Randwick identity
- Loss of 'local' in local government

* Based on the current maximum number of Councillors allowed - 15
SCS Economics & Planning Eastern Sydney Local Government Review
† As a result of amalgamation

* Based on the current maximum number of Councillors allowed - 15
1 As defined in the Independent Local Government Review Panel's Final Report, October 2013
† As a result of amalgamation

RANDWICK CITY'S future

Timeline information

The following information shows how Randwick City Council is responding to the NSW Government's Fit for the Future program requirements.

NOVEMBER 2011

Calls for local government reform at Destination 2036 conference

JUNE 2012

Randwick City Council commissions independent report on potential options for structural reform within eastern suburbs

SEPTEMBER 2014

Randwick City Council resolves to oppose amalgamation

DECEMBER 2014 - APRIL 2015

Randwick City Council community consultation

MAY 2015

Council to exhibit response to Fit for the Future for 28 days

OCTOBER 2015

New boundaries determined by Independent Panel and Transitional Committee established

MARCH 2012

NSW Government appoints the Independent Local Government Review Panel to review council boundaries, operations and structures

OCTOBER 2013

Independent Review Panel recommends Randwick, Woollahra, Waverley, City of Sydney and Botany amalgamate into a global city council.

OCTOBER 2014

NSW Government announce Fit for the Future criteria

APRIL 2015

A preferred option be considered by Randwick City Council

JUNE 2015

Council required to respond to State Government deadline for Fit for the Future

SEPTEMBER 2016

Local Government elections based on new Council boundaries



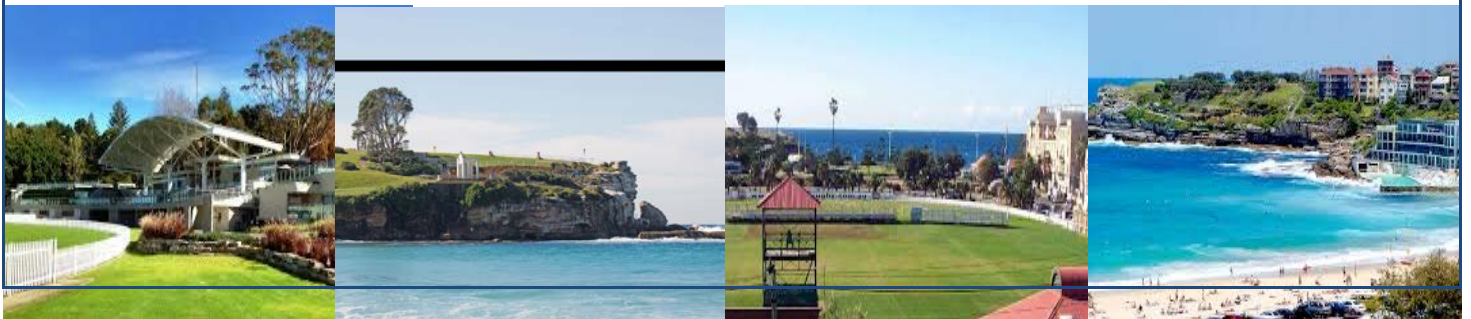
Randwick City Council
a sense of community

www.yoursayrandwick.com.au/future 1300 722 542

Attachment 3.5

Randwick Council Website Local Government Reform

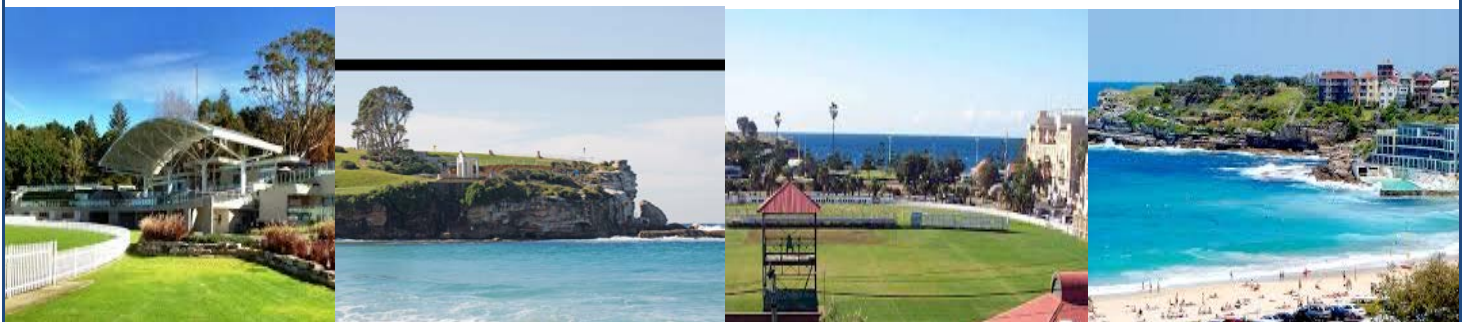
<http://www.randwick.nsw.gov.au/about-council/council-and-councillors/local-government-reform>



Attachment 3.6

Randwick Council Website Fit for the Future Consultation Page

<http://yoursayrandwick.com.au/future>



Attachments 3.7 to 3.13

Waverley Council Staff and Community Consultation



Attachment 3.7

Waverley Staff Fit for the Future Consultation Overview



Waverley Staff Fit for the Future Consultation Overview

1.

FUTURE of WAVERLEY
Staff Information sheet_Fit for the Future March 2015

Local Government reform has been on the State Government's agenda since 2011. Since 2011, various reviews of local government have been done, including a review of NSW Councils by the Independent Local Government Review Panel. The Review Panel, amongst other things, recommended a number of council mergers. In Sydney the recommendation was to reduce the number of Councils from 41 to 18.

With respect to Waverley Council, the recommendation was for a merger with City of Sydney, Woollahra, Randwick and Botany Bay councils. Such a Council would have a population of over 600,000 people.

In September 2014, the State Government announced its Fit for the Future program, committing a package of up to \$1 billion "to help councils take the next steps towards change". The State Government states that its vision is to deliver a strong future for its people. They state that in order to do this, NSW needs to have strong councils that continue to provide the services and infrastructure that communities need.

Fit for the Future program
The State Government's Fit for the Future program asks NSW councils to develop a submission by 30 June 2015 on how they are fit for the future. Each submission must address a list of criteria, which include:

- scale and capacity
- financial sustainability
- efficiency
- infrastructure and services.

What this means for Waverley Council
Since the announcement in September 2014, we have been busy looking at our options based on the set criteria, which include:

- scale and capacity
- financial sustainability
- efficiency
- infrastructure and services.

As a standalone organisation, we do meet some criteria outlined by the State Government. We are in a very stable financial position, and are making great progress on our infrastructure backlog.

With a population of 70,706 and covering an area of 9.2km², we do not meet the 'scale and capacity' requirements of the NSW Government based on what was recommended by the Independent Local Government Review Panel. Scale and capacity looks at the unique characteristics of each area – geography, population, economic and transport flows, communities of interest and local identity.

As mentioned above, the population of the Independent Panel's recommended merger is in excess of 600,000 people.

In October 2014, Council resolved to explore our options and what is best for the future of Waverley.

Council resolutions
Since the Fit for the Future announcement in September 2014, Council has made the following resolutions about amalgamations and the Fit for the Future program:

- In October 2014 Council resolved: That Council does not support amalgamation with any other Council unless it can be demonstrated that there are sufficient benefits of a preferred amalgamation to Waverley, and this is supported by the Waverley community.
- In December 2014, Council resolved: That Council's community engagement strategy for the Fit for the Future process involves the following:
 - A statistically valid deliberative poll".

2.

FUTURE of WAVERLEY
Staff Survey

HAVE YOUR SAY ON THE FUTURE OF WAVERLEY

The NSW State Government has released its 'Fit for the Future' program which requires most NSW councils to consider amalgamation options with neighbouring councils.

We are encouraging Waverley staff to provide feedback on their preferred options for the future of Waverley, based on information provided in Council's Future of Waverley Information Pack.

The options being considered are:

- Waverley Council remaining by itself
- Waverley becoming part of 'global city' amalgamation called Sydney
- Waverley, Woollahra, Randwick and Botany councils amalgamating
- Waverley, Woollahra and Randwick councils amalgamating
- Waverley and Randwick councils amalgamating
- Waverley and Woollahra councils amalgamating

Please complete this survey and return it to your Manager, or send it through internal mail to Julie Peters in Communications and Engagement. Alternatively, you can complete this survey online at www.surveymonkey.com/fitfortheFuture or it can be accessed on the staff intranet. The survey closes on Friday 13 March.

Your feedback will be incorporated into Council's submission to the State Government.

Staff Survey

1. Rank your most preferred option through to your least preferred option in the boxes next to the options below (where 1 is most preferred and 6 is least preferred).

- Write 1-6 below** Refer to Council's information pack to assist in ranking the following options.
- | | |
|--------------------------|--|
| <input type="checkbox"/> | OPTION 1: Waverley Council remaining by itself |
| <input type="checkbox"/> | OPTION 2: A City of Sydney, Waverley, Randwick, Woollahra and Botany 'global city' amalgamation |
| <input type="checkbox"/> | OPTION 3: Waverley, Woollahra, Randwick and Botany councils amalgamating |
| <input type="checkbox"/> | OPTION 4: Waverley, Woollahra and Randwick councils amalgamating |
| <input type="checkbox"/> | OPTION 5: Waverley and Randwick councils amalgamating |
| <input type="checkbox"/> | OPTION 6: Waverley and Woollahra councils amalgamating |

2. What are the main reasons you chose your most preferred option?

3. What are the main reasons you chose your least preferred option?

4. How long have you worked at council?

- ☐ Under 1 year
☐ 1-5 years
☐ 5-10 years
☐ 10-15 years
☐ 15-20 years
☐ Over 20 years

5. What Program area do you work in?

- ☐ Waverley Corporate
☐ Waverley Life
☐ Waverley Renewal
☐ Waverley Futures

Thank you for taking the time to complete this survey.

Please pass the completed survey on to your Manager, or send it through internal mail to Julie Peters in Communications and Engagement.

Staff feedback is very important in this process as we consider the best option for the future of Waverley.

3.

General Manager's UPDATE
19 January 2015

FIT FOR THE FUTURE UPDATE
Council has been working towards developing a proposal for the state government's Fit for the Future initiative.

I want to ensure staff are updated as we progress through this process.

FIT FOR THE FUTURE PROJECT CONTROL GROUP (PAC)
Last week the first of many working group meetings were held with senior staff members from across the organisation.

This group will meet every week for the foreseeable future to discuss Fit for the Future issues.

INFORMATION GATHERING
Peter Brown and I have been in discussions with our neighbouring councils exploring options. We will continue to talk to our neighbours as we work through the process of developing our response to the state government's Fit for the Future initiative.

In the meantime, Council has engaged a consultant to undertake an independent analysis of possible options for the future and how each option may affect the seven key performance ratios and benchmarks outlined by the state government to be 'fit for the future'.

We are expecting a report with this data by the end of January, which will feed into the information we provide to inform the community.

COMMUNITY ENGAGEMENT
Council has resolved to undertake a rigorous engagement strategy to ensure our residents are informed and have an opportunity to have their say on local government reform.

We have been speaking to three consulting firms about undertaking:

- a statistically valid phone survey, including residents and businesses
- an online survey open to all residents.

Key points
Council has been working to ensure:

- Council has been working to ensure:

THE FUTURE OF WAVERLEY CONSULTATION RESULTS
We have the results from the Future of Waverley community and staff consultation and we're preparing a report to go to Council in early June, which will incorporate these results.

166 staff completed the online and hard copy survey, which had the same questions as our survey for the community and businesses. The survey asked you to rank your most preferred option to your least preferred option out of the six provided.

Staff survey results

- Waverley to remain on our own = 45 per cent
- Waverley, Woollahra and Randwick council amalgamation = 13 per cent
- City of Sydney, Waverley, Woollahra, Randwick and Botany Bay council amalgamation = 12 per cent
- Waverley and Randwick council amalgamation = 12 per cent
- Waverley, Woollahra and Randwick council amalgamation = 12.5 per cent
- Waverley and Woollahra council amalgamation = 7 per cent
- Waverley and Woollahra council amalgamation = 8 per cent

Community survey results

- Waverley to remain on our own = 36 per cent
- Waverley and Randwick council amalgamation = 13.3 per cent
- Waverley and Woollahra council amalgamation = 12.2 per cent
- Waverley, Woollahra and Randwick council amalgamation = 13.35 per cent
- City of Sydney, Waverley, Woollahra, Randwick and Botany Bay council amalgamation = 13.8 per cent
- Waverley, Woollahra and Randwick council amalgamation = 10.9 per cent
- Waverley and Woollahra council amalgamation = 5.2 per cent

Business survey results

- Waverley to remain on our own = 36.7 per cent
- Waverley and Randwick council amalgamation = 10 per cent
- City of Sydney, Waverley, Woollahra, Randwick and Botany Bay council amalgamation = 15.5 per cent
- Waverley, Woollahra and Randwick council amalgamation = 13.8 per cent
- Waverley and Randwick council amalgamation = 9.2 per cent
- Waverley, Woollahra, Randwick and Botany Bay council amalgamation = 7.4 per cent

4.

WAVERLEY COUNCIL

Fit for the Future – Staff Update
June 2015

Staff consultation material addressing the Fit for the Future program:

1. Staff information Fact Sheet
2. Staff Survey to help us understand staff attitudes to council amalgamations
3. General Manager updates emailed to all staff
4. Powerpoint presentations to staff, giving updates and answering queries

Attachment 3.8

Waverley in Focus on Local Government Reform, December 2014.



Waverley in FOCUS

Community Newsletter #63 Summer 2014/2015



WAVERLEY
COUNCIL

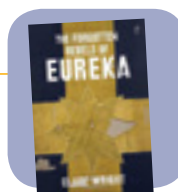
A closer look at local government reform



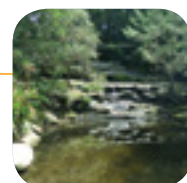
ALSO INSIDE...



Project name
for Bondi
Junction's future
Page 8



The 2014
Nib Award
winner
Page 11



Enviro News
Pages 12 & 13



Your Waverley Councillors

Council Contacts

Customer Service Centre	9369 8000
Resource Recovery (Waste) Hotline	9369 8080
Waverley Library	9386 7777
Bondi Pavilion	8362 3400
Bondi Junction Town Centre Office	8305 8419
Bondi & Beaches	8362 3408
Waverley SES	9698 4477
Meals on Wheels & Shopping Service	9386 7977
Waverley Cemetery	9665 4938
Mill Hill Centre	9386 7999
School of Arts	9387 2461
Bronte Early Education Centre	9665 7998
Gardiner Early Education Centre	9387 1252
Waverley Early Education Centre	9386 9200
Mill Hill Early Education Centre	9386 7902
Family Day Care	9386 7785
Community & Seniors Centre	9386 7900
Environment Team	9369 8045

Waverley in Focus is published by Waverley Council. If you have any enquiries or comments about the publication please contact us.

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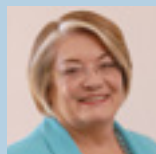
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A message from the Mayor

The next 12 months are going to be critical in Waverley's future. The state government is pushing ahead with its reform package and we need to be ready by June 2015 to put a submission to the government expressing the community's view about their future.

As you will see from this publication, we intend to supply the whole community with all the information you need to make an informed decision about our future. This will mean information on various scenarios that are available to us.

There is good news. With the help of ratepayers and internal savings, we have turned the Council's financial situation around since the 2006/2007 Annual Report stated that this Council was unsustainable into the future.

We are now in a really sound financial position and our report card from New South Wales Treasury Corporation (TCorp) is good. We are also making a big dent in the infrastructure backlog that was unfortunately allowed to grow to alarming levels prior to 2008.

We have many exciting projects on our books, with our new depot in Alexandria complete, our amenities building in Waverley Park open and the Bondi Plan of Management approved so we can commence upgrading picnic shelters, toilets and start planning for the upgrade of our iconic Pavilion at Bondi.

Our new larger outdoor gym at Bondi Park is a great success, the upgrade of Clarke Reserve playground is already greatly loved and our plans for building a new lifeguard tower at Bronte Beach are moving ahead. Work on the internal walls and fences in the Cemetery will start soon and even the temporary fence on Trafalgar Street is an improvement to the horrible orange tape that was on the old fence for what seemed to be years.

“...we now meet most of the government's criteria for local councils to be *Fit for the Future*.”

Underpinning all our projects in Bondi Junction, as we outlined in our last *Waverley in Focus*, are our aspirational environmental targets, which we are confident we can meet.

We therefore feel that we NOW meet most of the government's criteria for local councils to be *Fit for the Future*. There is still some uncertainty about our 'scale and capacity' as our 70,000 resident numbers may not meet the criteria set out by the state government.

The government has also been talking about 'communities of interest' and for us that means its preferred option of having us merge with City of Sydney, Woollahra, Randwick and Botany Bay councils to promote and support the ongoing development of Sydney as Australia's premier global city.

There have also been talks around trying to find clear and distinct borders around any new council,

and we will need to consider both these issues when we put forward our submission.

Please keep an eye on our *Fit for the Future* tab on our website, and be assured that we will keep the whole community fully informed. I look forward to being in touch with you regarding this critical issue.

Sally Betts
Mayor of Waverley



Local government reform and the future of Waverley

Local government reform – it's a hot topic that's been on the agenda since 2011.

The momentum shifted when the state government announced its *Fit for the Future* package in September this year and requested all councils around the state start assessing what this meant for them and their communities.

Whether to amalgamate or not is a complex discussion, but we need to ensure that you understand all the options so that you can make an informed decision.

In this edition of *Waverley in Focus*, we take you through:

- the background, including the details of the NSW Government's reform package – *Fit for the Future*
- what this could mean for Waverley Council
- our next steps.

THE BACKGROUND

The NSW Government's vision is to deliver a strong future for its people. In order to do this, NSW needs to have strong councils that continue to provide the services and infrastructure that communities need.

Unfortunately, the state government has found that more than one-third of NSW's local councils are facing financial problems and an overwhelming infrastructure backlog.

Talks of local government reform surfaced in mid-2011 and since then the state government has done a lot of work to determine how to best make councils around NSW strong and efficient.

AUGUST 2011

In August 2011, Mayors and General Managers from around NSW met at the Destination 2036 summit to plan the future of local government. Discussion at the summit considered a range of ways for local government to improve, including whether the number of councils in NSW was optimum. Mayor Sally Betts and a former Director attended on behalf of your council.

MARCH 2012

In March 2012, the NSW Government appointed a Local Government Independent Review Panel to consult with councils and research options to make them more efficient.

OCTOBER 2013

In October 2013, following talks with local councils, the *Revitalising Local Government – Final Report* was released by the NSW Independent Local Government Review Panel.

The report recommended a range of options for achieving local government reform, including a number of amalgamations – combining local government areas – in the Sydney metropolitan area to minimise the number of councils.

The Review Panel's preferred option was for the amalgamation of City of Sydney, Waverley, Woollahra, Randwick and Botany Bay councils to promote and support the ongoing development of Sydney as Australia's premier global city.

Our website has an overview of information, with links to Council reports, fact sheets and media releases.

Simply click the 'local government reform' button on the homepage
www.waverley.nsw.gov.au.

Timeline



SEPTEMBER 2014

On 10 September 2014, as a response to the findings of the comprehensive independent review, the NSW Government announced its *Fit for the Future* package.

Essentially, this package is asking all councils to review their operations against designated criteria, prepare a submission by 30 June 2015 and make the transition to a more efficient structure.

The criteria we'll need to address are:

- scale and capacity
- financial sustainability
- efficiency
- infrastructure and services
- the views of our community.

The *Fit for the Future* package also includes up to \$1 billion of support and incentives for councils to reform.

The NSW Government announced it will establish an Independent Expert Panel in 2015 to assess individual submissions. Once the review is complete, councils will receive feedback before the panel makes its recommendations to the Minister for Local Government.

Local government reform around Australia

Around Australia, local government reform is not uncommon. All past and current reforms aim to do one thing: ensure each state is strong and able to meet the needs of their communities.

VICTORIA

In 1993, Victorian Premier, Jeff Kennett, spearheaded a reform which saw the number of Victorian councils drop from 210 to 79.

QUEENSLAND

In Queensland, the previous 157 local government areas were consolidated to 73 in order to deliver a stronger local government structure. There are now 77 local councils as some of those amalgamated councils are now de-amalgamating.

WESTERN AUSTRALIA

In WA, Premier Colin Barnett has announced the reduction of the number of Perth metropolitan councils from 30 to 16.

SOUTH AUSTRALIA

In October this year, the topic was once again front and centre in South Australia, where there's currently a push for council areas that service less than 60,000 people to join forces.

CLOSER TO HOME...

Changes in Waverley have also occurred in the past. In 2002, following a recommendation from the Sproats Inquiry, the boundary of Bondi Junction between Waverley and Woollahra was moved from Oxford Street to the Syd Einfield Drive.

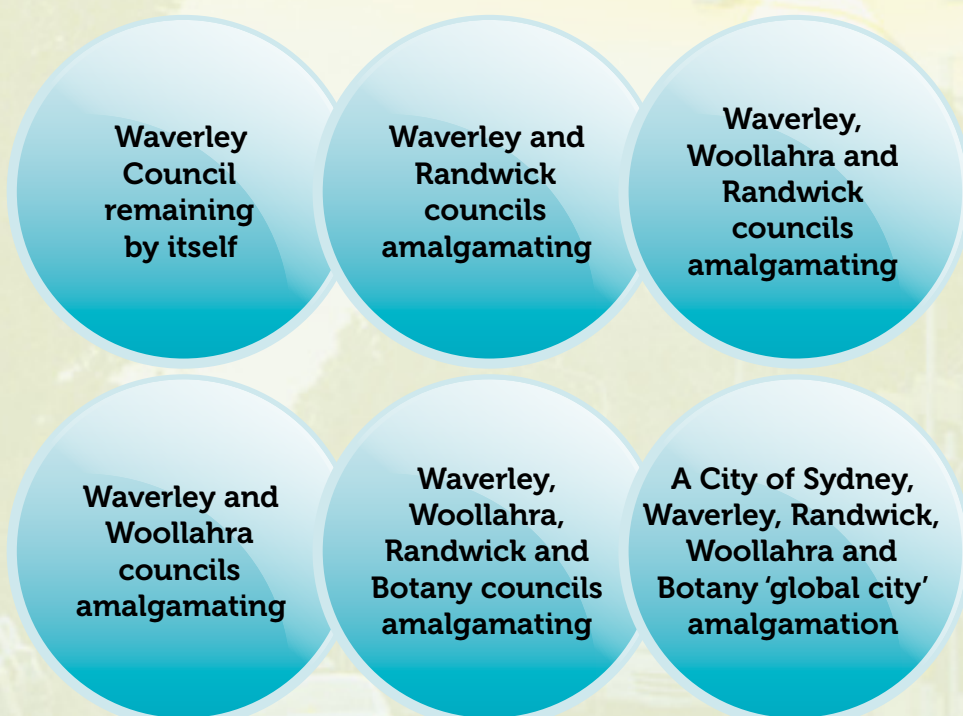


What this means for Waverley Council

Most local governments would prefer not to amalgamate, but the NSW Government has been very clear that it wants to reduce the number of Sydney metropolitan councils (of which there are currently 41).

The NSW Government is likely to encourage local councils to merge and if this happens, we need to be prepared and have a voice at the amalgamation table so that we can control our own future.

We're investigating the benefits of all the options that may be available to us. These include:



Our focus is you. We need to ensure the outcome is one that benefits our community and that services continue to be delivered effectively and efficiently.

It's not as simple as accepting or rejecting an amalgamation deal. We want you to have the detail of the advantages and disadvantages of each option in order for you to tell us what you prefer for our community's future.

Our next steps

Over the next few months we'll be gathering all the facts.

Your feedback on the options and their advantages and disadvantages will then be sought through widespread community engagement, and this will inform our *Fit for the Future* submission.

We have such an incredible variety of people in our community: young and old, people from many backgrounds and walks of life. We want to get feedback from as many of you as possible.

We're in the early stages and are still determining various ways to go about this, but below is a brief timeline of our next steps.

Timeline for community consultation



Want more information?

Our website – www.waverley.nsw.gov.au – will be updated with our progress, so be sure to keep an eye on it.

The *Fit for the Future* website also provides more details about the package www.fitforthefuture.nsw.gov.au.

A new name for the Bondi Junction of the future...



In the spring edition of *Waverley in Focus*, we asked for your help to name Bondi Junction's transformation.

We received 58 entries and after much deliberation, the winning name was picked by Mayor, Sally Betts, General Manager, Arthur Kyron and Council's three Directors.



The winning project name is...

Bondi Junction: Heartbeat of the East

It's a great name and it was suggested by two people! Congratulations to Virginia Gordon and Oliver Colman, who have each won a \$100 Westfield voucher.

Huge thanks to Oliver and Virginia for helping us decide on a project name for the future of Bondi Junction. You'll be seeing a lot more of it as we continue to transform the area in to great place to live, work and play.

Virginia Gordon, a country girl who hails from Bathurst, has been living next door to Bondi Junction, in Queens Park, for the past 30 years.

She said the project name – Bondi Junction: Heartbeat of the East – came to her as she reflected on all the great things the area has to offer.

"I have lived here for quite some time and I think Bondi Junction is finally getting the love that it deserves. It has so much to offer and so much to celebrate.

"The changes that we're already seeing in the Junction are really exciting. It's much more than improving infrastructure – there's a real shift towards bringing people together and creating a real sense of community," she said.

Virginia confesses to picking about 20 names before deciding on Heartbeat of the East.

"I'm really happy to have played a part and picked the project name for the area's renewal. Bondi Junction sits at the centre of everything in Waverley – it's the heartbeat. I'm looking forward to seeing what happens next," she said.



Oliver Colman was born in North Bondi and has lived in Sydney's Eastern Suburbs his entire life. He's a dentist and his practice has been nestled on Oxford Street for about 30 years.

"Bondi Junction is my stomping ground. There is a lot happening in the area; a lot of improvements."

He always has an eye on council news and found out about the project naming competition through our Facebook page.

"I loved the idea of the naming competition. It was great to see council reaching out to people and it's a brilliant way for everyone to get involved and really play a part in Bondi Junction's next phase."

Mr Colman said he likes to piece things together and that's how the name – Bondi Junction: Heartbeat of the East – came to him.

"I thought of the human body and how that's the infrastructure. It's the roads, the buildings, and also the landscape. The soul is really the people; the community. And the heart, well that's at the centre of everything. It's where all the action happens. I truly feel that's what Bondi Junction is – it's the centre; the heartbeat of not only Waverley, but also of Sydney's Eastern Suburbs."

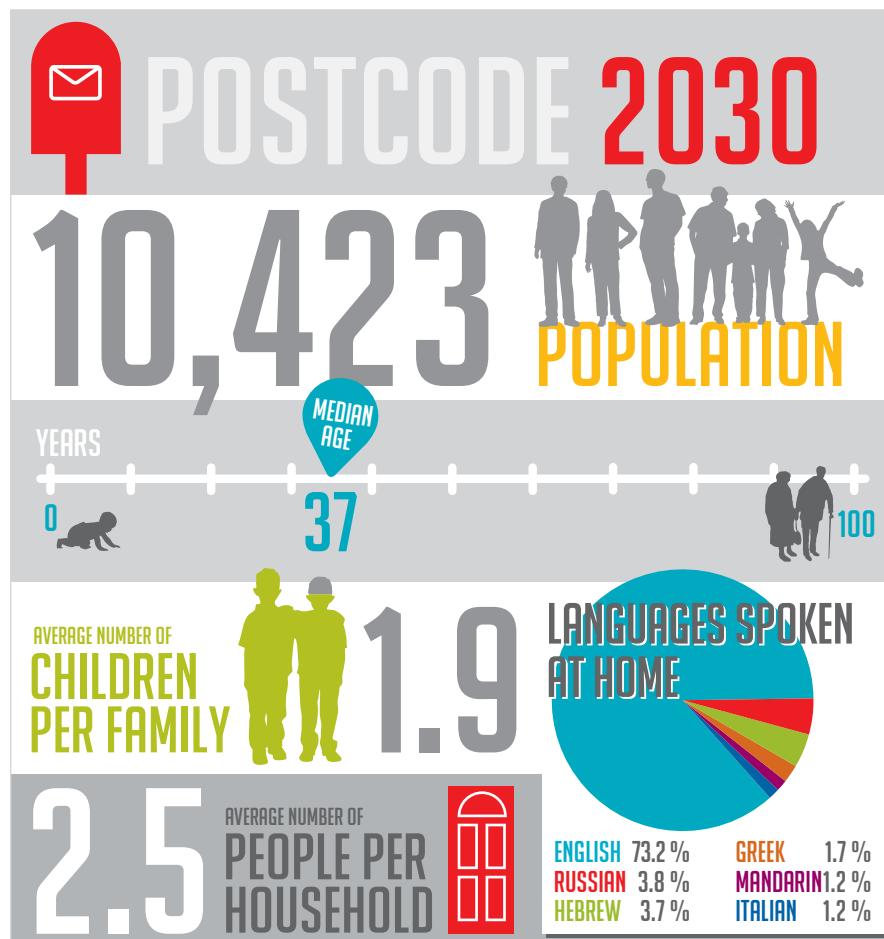
SPOTLIGHT ON

Dover Heights

Dover Heights overlooks Rose Bay and North Bondi. Its name was inspired by its cliffs, which resemble those found at Dover, in Kent, England.

There's plenty to do in the area. Check out Dudley Page Reserve, which has a spectacular view of Sydney Harbour and is home to our amazing children's bike track. There are also our other reserves: Rodney, Raleigh and Hugh Bamford, where whale watching is superb. It's also a great place to watch the Sydney to Hobart yacht race.

And, then there's the stunning Waverley Cliff Walk – a popular attraction that's recognised for its natural beauty and panoramic views out to the ocean. The walk stretches three kilometres from Bondi to Diamond Bay. It takes about two hours so make sure you wear comfortable shoes and take water.



**sourced from 2011 Census Quick Stats*

Enjoy New Year's Eve at Dudley Page Reserve!

NEW YEAR'S EVE
DUDLEY PAGE RESERVE
 31 DECEMBER 2014 6pm – 12.30am

TICKETS
 available from moshtix.com.au
 or Council's Customer Service Centre
 Limited tickets after 9pm at gate

Adult \$35 (\$40 at gate)
 admits 1 adult & 2 children under 16
Concession \$15 (\$20 at gate)
 pensioners, registered carers

Bring a picnic rug and enjoy the relaxed atmosphere and incredible views with family and friends. There'll be jumping castles, food stalls, face painting, laid back entertainment and a licensed bar.

Gates open at 6pm.

We encourage attendees to use alternate means, such as public transport, to get to the event, as there'll be no parking available and many of the roads around Dudley Page Reserve will be closed on New Year's Eve.

Summer in Waverley



The sun is shining and the beaches are getting busier.
It can only mean one thing – summer is here!

Before you pack your togs, towels, picnic baskets and valuables for a day at the beach, read on to make sure you've got all the bases covered for a fun, safe and litter-free day.

Check yourself

Enjoy the balmy days with a picnic by our beaches this summer – just don't pack alcohol. Our beaches and parks are alcohol-free zones and our rangers do patrol the areas. To protect local residents, we don't allow any amplified music, so just enjoy the company of your mates and family and the awesome views.

Wise up

Don't be alarmed – there's plenty you can do to help keep your valuables safe while enjoying a quick dip at one of our beautiful beaches:

- don't chuck a towel over your prized possessions – make sure they're secured somewhere or looked after by someone you know and trust.
- hire a locker – for a small fee, you can hire a secure locker inside Bondi Pavilion and near the Bondi Surf Club.
- take only what you need to the beach.

Pick up

Here are our top tips for picking up at the beach today:

- don't leave your rubbish on the sand – pop it in a plastic bag and drop it in the bins provided along the promenade.
- separate your rubbish from your recycling – there are both recycling and garbage bins at all our beaches, so do the right thing and put it in the right bin.
- remember there's no smoking on our beaches – use the ashtrays along the beach promenades and keep the sand smoke and butt-free.
- if you see rubbish on the sand, pick it up – it might just save the life of a sea animal. Plus, you're helping keep the beach beautiful and clean.

Don't let rubbish ruin your day at the beach – let's keep the surf and sand clean and pristine for all to enjoy.

Help us spread the message
#KeepBondiBeautiful.

Swim safe

Swimming in the ocean can be fun, but also dangerous. Remember:

- always swim between the flags – no flags, no swim.
- don't swim alone if you're not an experienced or confident swimmer. Swim with a friend or make sure someone's watching out for you.
- don't swim if you've just enjoyed a few drinks at a nearby restaurant or pub.
- learn the telltale signs of dangerous rips and waves. If you do get caught in a rip, raise your hand for help, stay calm and float.

Our lifeguards patrol Bondi, Tamarama and Bronte beaches. They're on duty between 6am and 7pm at Bondi and Bronte beaches, and 9am to 7pm on Tamarama Beach throughout summer.

Have fun

There are always loads of things to do in the area during summer. Starting on Saturday 10 January, we'll be hosting a weekend Beach Library at Biddigal Reserve in North Bondi as well as many other family friendly activities throughout summer.

Visit www.mybondisummer.com.au for more tips and suggestions for a great summer.



Waverley Library Award for Literature

Recognising Excellence in Research



Congratulations Clare Wright, winner of 2014's the Nib: Waverley Library Award for Literature!

The judges chose Clare for her revisionary, historical book, *The Forgotten Rebels of Eureka*. She received the \$20,000 prize at an awards ceremony held in November.

Clare was also the recipient of the Nib People's Choice Award, where the community was able to vote for their favourite shortlisted book. Clare received \$500 as a prize for this special award.

Congratulations also to Paul Daley (ACT) and Michael Jennings (Bondi Beach), the two lucky people who voted and had their names chosen at random to win an awesome prize pack, including a set of shortlisted books and dinner at Icebergs.

Finally, thank you to our sponsors: Friends of Waverley Library, Gertrude and Alice Cafe Bookstore, Bondi Icebergs Club, and our media partners Wentworth Courier and 89.7 FM Eastside Radio. The Nib People's Choice Award was funded by Mark Moran Vacluse. Mark Moran Vacluse are proud to sponsor literary arts in Waverley.

All nominated books from this year's award are now available at Waverley Library!

The five other shortlisted authors were:



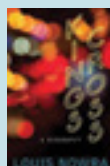
Let the Land Speak:
A history of Australia – how the land created our nation
Jackie French
(Harper Collins)



Where the Song Began:
Australia's birds and how they changed the world
Tim Low
(Penguin)



The Reef: A passionate history: The Great Barrier Reef in twelve extraordinary tales
Iain McCalman (Penguin)



Kings Cross: A biography
Louis Nowra
(New South Publishing)



Killing Fairfax: Packer, Murdoch and the ultimate revenge
Pamela Williams
(Harper Collins)

A LOOK BACK ON 2014

Waverley Family Day Care celebrates 40 years!

This year marked the 40th anniversary of Waverley Family Day Care. Back in 1974 our program was one of the pilot schemes for family day care in Australia.



Staff from our family day care program

Lead-up to a summer of beginner skate lessons!

Waverley Action for Youth Services (WAYS), in partnership with Bondi Skate Riders Club and Waverley Council, delivered the first of 12 beginner skate sessions in November. The inaugural event included two one-hour sessions of instructive, fun lessons with pro skateboarder Adam Luxford. The lessons will continue throughout the summer months at a temporary, purpose built area next to Bondi Skate Park.

Keen to get involved? Contact WAYS on 9365 2500 or email ways@ways.org.au.

Local Heroes 2014

The amazing and selfless work of our outstanding local citizens was recognised at our Local Hero Award ceremony in August. Congratulations to Joan 'Heather' Johnson, our 2014 Local Hero and Liron Smith, who received the 2014 Young Local Hero Award.



BIODIVERSITY IN ACTION

– two projects in the spotlight

Bronte Gully

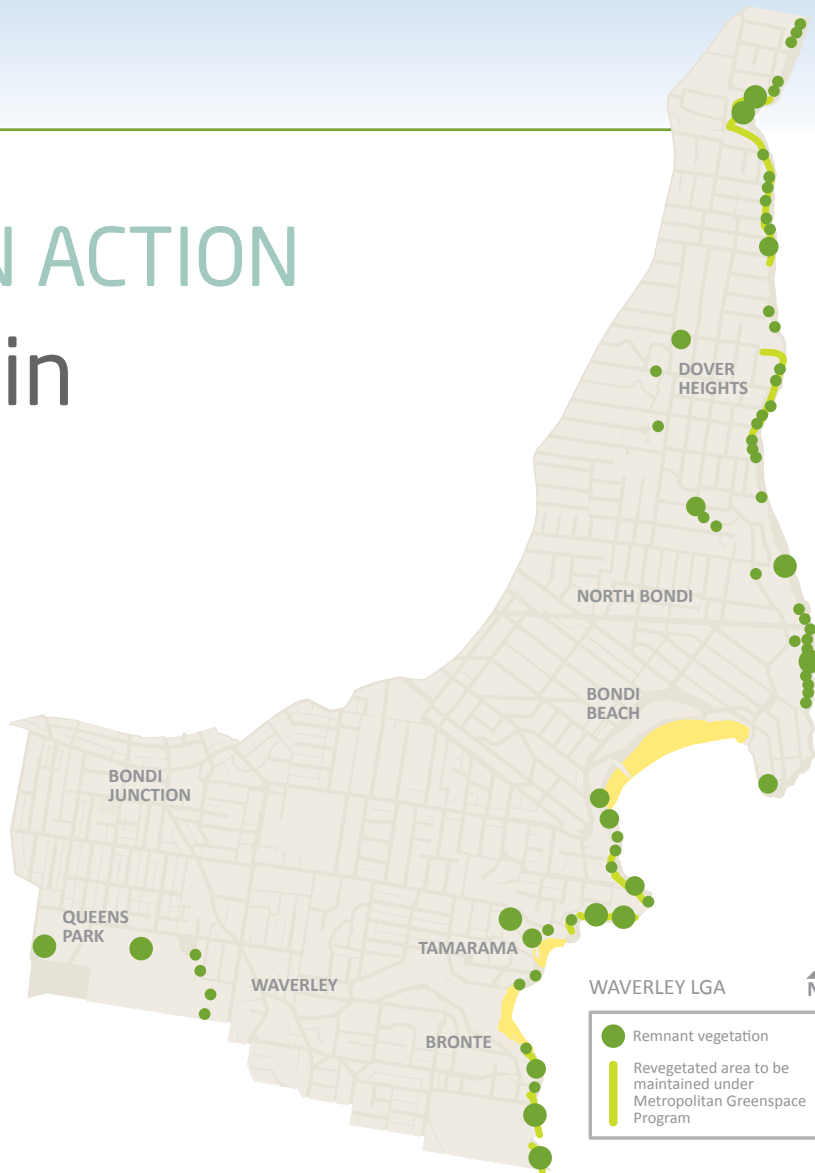
– Ecological Restoration Plan

The draft Bronte Ecological Restoration Plan to restore the native bushland of Bronte Gully is open for comment until the end of January 2015.

The Plan will take approximately 30 years to complete and builds on the great work the staff and bushcare volunteers have done to date. It'll use best practice bush regeneration techniques and a staged approach to restore one of the largest and most diverse patches of native bushland in Waverley. It'll also significantly improve wildlife habitat in the area.



For more information on either of these two projects and to provide comment go to www.haveyoursaywaverley.com.au or call 9369 8176.



Biodiversity Action Plans for Remnant Sites – on public exhibition until 30 January 2015

Waverley has 11 unique areas of vegetation that form part of Australia's natural heritage and provide habitat to local wildlife.

These 'remnant vegetation' pockets vary in size and type from grasslands to bushland and coastal heath scrub. The condition of these areas also vary, with some sites needing urgent attention so that they're not lost.

Where are these remnant areas?

Some are found along the coastal walks, whilst others are a stone's throw from our most cherished beaches, like Tamarama. Other sites are scattered among the cliffs, rock shelves and near Centennial Park.

Council, in conjunction with environmental ecologists, has prepared action plans that are needed to maintain or improve vegetation at these sites. This will help us deliver our biodiversity targets under our Environmental Strategy to:

- ensure no loss of remnant vegetation based on 2009/2010
- ensure 40 per cent of remnant vegetation is in good condition by 2020

Actions include targeted weed management, removal of exotic species and planting native buffer zones. At sites such as Hugh Bamford Reserve and Tamarama Gully, we'll consider using controlled ecological fire burns to create new growth.



We're going solar

There's nothing like a bit of sunshine to boost the spirit. We're taking 'fun in the sun' to the next level by generating our own solar power.

This year, we've installed six new solar power systems at our facilities:

- Three Early Education Centres: Gardiner, Bronte and Waverley
- Bondi Beach Early Childhood Health Centre
- New depot at Alexandria
- Waverley Park amenities building.

This adds to existing solar power systems at the Bondi Pavilion, Margaret Whitlam Centre, Mill Hill Early Education Centre, Tamarama Kiosk and Bronte Child Care Centre, which were installed in the late 90s.

These 11 systems – with a total capacity of 153.25 kW – will each year:

- produce around 218,700 kWh electricity free from the sun. That's equivalent to powering 30 Australian homes
- save over \$55,000 on energy bills
- help reduce greenhouse gas emissions by 219 tonnes, which is equivalent to taking close to 50 cars off the road.

Taking the rubbish out of apartment living

We're working with you to increase recycling rates. We've been focussing on overcoming some of the challenges of managing waste and recycling in unit blocks.

We conducted a pilot study to get to the bottom of what's working and what isn't in apartment buildings. We were also keen to understand more about your current recycling experiences.

You may have already met one of our Waste Education staff in their apartment block survey rounds.

Representatives from the community, including residents and local property managers, have also contributed ideas on new ways to increase apartment block recycling as part of a 'Brains Trust' forum. These discussions, along with our other research, shed some light on key recycling issues in Waverley.

As part of our pilot study, a range of innovative strategies have been developed and are starting to be rolled out.

Watch this space!

Did you know?

- Units, flats and apartments make up 60 per cent of private homes in our area
- Making products from recyclable materials uses less energy and water than from scratch
- 36 per cent of residential and public place waste is currently recycled with Council's goal to double that by 2020.



5 'COOL' TIPS

Summer without the bill headaches

With the mercury rising, it's tempting to crank up the air-con. Yet high electricity prices are making everyone sweat more over cooling costs at home. Use these simple tips to help you keep the heat at bay this season.



Fans operate at a fraction of the running cost of air-con and can reduce the number of days you use air-con.



Keep your air-con temp between 18–21°C. Each degree cooler can add 15% to your energy bill!



Close doors of the rooms you want to cool.



Shade west-facing windows with blinds or curtains to keep out the harsh afternoon heat.



Draught-proof your doors and windows to keep warm air out and cool air in (DIY kits are available at hardware stores).



For a fun way to stay cool, take a refreshing ocean dip at one of our local beaches. Dive in!

Further questions, comments or ideas? We'd love to hear from you.

Contact Sustainable Waverley on **9369 8000** or environment@waverley.nsw.gov.au.

Waverley Library celebrates 50 years!

Waverley Library is a much loved community space – it's a stronghold of learning and research where curiosity thrives.

It all started in 1964, when Waverley Council unanimously decided to support a free public library. A budget of £20,000 bought 12,000 books, which were first housed and processed in two tiny rooms upstairs in the Bondi Pavilion.

On Saturday 26 September 1964, Waverley Municipal Library officially opened. The library was located in the current Waverley Woollahra Arts School on Bondi Road.

What were people curious to learn when the library first opened? Some topics of interest included the history of the Australian press, tapeworms in animals, orchid growing, and Cretan mythology.

Soon the library was ready to move into a new home, which could better serve the public. In 1967, Waverley Council bought the former Brunswick Bowling Alley at 14-26 Ebley Street in Bondi Junction and renovated its spacious floor plan. The new site opened on 2 December 1967.

The success of Waverley Library was due in large part to the vision of Ron Lander, the Chief Librarian at Waverley Library for 33 years. It was during these first years of the library's life that a pattern was created, beginning a long line of Waverley Library firsts:

1968 *First library in NSW to open on Sunday.*

1973 *First local government library to meet the Library Board of NSW standards.*

1984 *First public library in Australia to become computerised.*

On 17 July 1999, the Ron Lander Centre opened. With twice the space of the previous building, the library has become a very popular destination with over half a million visits per year, well above the state average.

The library is still the place to go to find a good read but its services have grown since those early years. Now, Waverley Library is busy with books as well as programs, events and gallery exhibitions. Celebrating 50 years is an exciting milestone. Here's to many more wonderful years!



Library staff, then...



... and now

English

Summer is here!

Before you pack your togs, towels, picnic baskets and valuables for a day at the beach, make sure you've got all the bases covered for a fun, safe and litter-free day.

Please swim between the flags, swim to your ability and take note of the signs. If you feel as though you're getting into trouble in the water, raise your arm to alert the Lifeguards.

Watch your valuables when you're at the beach. Take what you need, or hire a locker so that your possessions are safe and sound.

Don't let rubbish ruin your day – let's keep the surf and sand clean and pristine for all to enjoy.

Visit **www.mybondisummer.com.au** for more tips and suggestions for a great summer.

Italian

È arrivata l'estate!

Prima di preparare i vostri indumenti, teli mare, cestini per il picnic e altre cose necessarie per una giornata in spiaggia, assicuratevi di aver fatto tutto il possibile per passare una giornata divertente, sicura e non inquinante.

Nuotate tra le bandiere in base alla vostra abilità e prestate attenzione ai cartelli. Se pensate di essere in pericolo in acqua, alzate il braccio per richiamare l'attenzione dei bagnini.

Tenete d'occhio i vostri oggetti preziosi mentre siete in spiaggia. Portate ciò di cui avete bisogno oppure noleggiare un armadietto, al fine di tenere i vostri oggetti al sicuro.

Non fatevi rovinare la giornata dai rifiuti, manteniamo l'acqua e la spiaggia pulite così che tutti possano godersele.

Visitate il sito **www.mybondisummer.com.au** per ulteriori informazioni, consigli e suggerimenti per passare un'estate stupenda.

Simplified Chinese

夏天来啦!

在带上泳衣、浴巾、野餐食品和贵重物品到海滩玩一天之前，一定要确保为这一天的游乐、安全和不乱扔垃圾作好了一切准备，

游泳请勿超出警示旗标定的范围，要量力而游，并要注意危险情况的先兆。如果你在水中开始感觉不妥，就要用力挥动手臂招唤救生员。

在海滩要看管好自己的贵重物品。去海滩只随身携带必需品，或租一个储物柜以保证你的物品安全无虞。

不要让垃圾毁了你快乐的一天 - 保持海水清澈，沙滩洁净，让大家都能享受美好的海滨。

访问 **www.mybondisummer.com.au**，查看更多实用提示和建议，度过一个愉快的夏季。

Russian

Наконец настало лето!

Прежде чем паковать свой купальник, полотенца, корзины для пикника и прочие принадлежности, чтобы провести день на пляже, убедитесь, что вы готовы к полному веселью, безопасному дню без мусора.

Убедительная просьба – плавать только между флажками, не переоценять свои способности по плаванию и обращать внимание на окружающую среду.

Следите за ценными вещами на пляже. Берите только самое необходимое или возьмите в аренду камеру хранения, чтобы ваши ценности находились в безопасности.

Постарайтесь, чтобы мусор не омрачил ваш день – давайте будем содержать океан и пляж в чистоте, чтобы полноценно насладиться летом.

Посетите сайт: **www.mybondisummer.com.au**, чтобы узнать подробнее о том, как весело провести лето.

Spanish

¡El verano ya llegó!

Antes de preparar la ropa, las toallas, las canastas de picnic y sus objetos de valor para pasar un día en la playa, asegúrese de tomar todas las precauciones necesarias para disfrutar un día divertido, seguro y sin basura.

Asegúrese de nadar entre las banderas, de nadar según su capacidad y de prestar atención a los carteles. Si siente que empieza a tener problemas cuando está en el agua, levante el brazo para avisar a los salvavidas.

Cuando esté en la playa, vigile sus objetos de valor. Lleve solo lo que necesite o alquile un casillero para que sus efectos personales estén seguros y a salvo.

No permita que la basura le arruine el día, mantengamos las olas y la arena limpias y prístinas para que todos podamos disfrutarlas.

Visite **www.mybondisummer.com.au** para obtener más consejos y sugerencias excelentes para disfrutar un verano excepcional.

Greek

Έφτασε το καλοκαίρι!

Πριν πάρετε τα ρούχα, τις πετσέτες, τα καλάθια πικ-νικ και άλλα προσωπικά σας αντικείμενα για μια ημέρα στην παραλία, βεβαιωθείτε ότι έχετε καλύψει τα πάντα για μια διασκεδαστική, ασφαλή και χωρίς σκουπίδια ημέρα.

Παρακαλούμε να κολυμπάτε μεταξύ των σημαιών, να κολυμπάτε ανάλογα με την ικανότητά σας και να λαβαίνετε υπόψη τις πινακίδες. Αν αισθανέστε ότι αντιμετωπίζετε προβλήματα ενώ κολυμπάτε, σηκώστε το χέρι σας για να ειδοποιήσετε τους ναυαγοσώστες.

Να προσέχετε τα προσωπικά σας αντικείμενα όταν είστε στην παραλία. Πάρτε μαζί σας ό,τι χρειάζεστε, ή νοικιάστε ένα ντουλάπι για να φυλάξετε με ασφάλεια τα υπάρχοντά σας.

Μην αφήνετε τα σκουπίδια να καταστρέψουν την ημέρα σας - ως κρατήσουμε τη θάλασσα και την άμμο πεντακάθαρες για να τις απολαύουν όλοι.

Επισκεφθείτε το **www.mybondisummer.com.au** για περισσότερες σπουδαίες συμβουλές και προτάσεις για ένα σπουδαίο καλοκαίρι.

What's on in Waverley



DECEMBER

Carols by the Sea

Wednesday 10 December, 6–8.30pm
Bondi Pavilion, Bondi Beach

FREE. Come together in the spirit of Christmas to sing til your heart's content.

Seniors Concert

Wednesday 17 December, 1.30–2.30pm
Bondi Pavilion, Bondi Beach

FREE. A fun and entertaining concert including music and dance is held for senior citizens Wednesdays of each month in the High Tide Room at the Bondi Pavilion. The concert runs from 1.30–2.30pm and light refreshments are served. Entry is free but please call the Bondi Pavilion on **8362 3400** to book.

Dudley Page Reserve NYE

Wednesday 31 December 2014
6pm–12.30am

Dudley Page Reserve, Military Road,
Dover Heights

Bring a picnic rug and enjoy the relaxed atmosphere and incredible views with family and friends! There will be jumping castles, food stalls, face painting, laid back entertainment and a licensed bar.

Adults \$35 (\$40 at gate)
Concession \$15 (\$20 at gate)

Tickets from www.moshtix.com.au

For more What's On...



[www.facebook.com/
WhatsOnWaverley](http://www.facebook.com/WhatsOnWaverley)



[@WaverleyCouncil](https://twitter.com/WaverleyCouncil)

JANUARY

Summer School Holiday Program

5–23 January 2015

Bondi Pavilion, Waverley Library and
Margaret Whitlam Recreation Centre

Great activities for the kids. For more
info visit www.waverley.nsw.gov.au

Cemetery Walking Tours

Saturday 10 January, 9–11am
Waverley Cemetery

Join our volunteer guide for a tour of this special working cemetery, visiting the graves of some of the notable people who chose Waverley for their resting place. Bookings must be secured before the tour by calling the cemetery office on **9665 4938**. Meet at the office at least 15 mins before the start time.

\$22. Payments accepted on the day.

Getting ready for Summerama!

Throughout January

Want to learn more about the amazing creatures that inhabit our beautiful coast? Keen to take part in fun and amazing activities?

Held in January each year, Summerama is all about having fun and learning and experiencing our coast. Details available on www.summerama.com.au. Be sure to get in early so you don't miss out!

For more information, contact Ale Torres on **9369 8045** or email environment@waverley.nsw.gov.au



**Reconciliation
AUSTRALIA**

Innovative Reconciliation Action Plan endorsed

**In October, Waverley
Council endorsed our first
Reconciliation Action Plan
(RAP) for 2014–16.**

The plan reflects council's substantial commitment to reconciliation efforts and provides opportunities for exploring innovative and creative approaches to reconciliation locally and regionally. Council is now awaiting official endorsement of the RAP by Reconciliation Australia, who coordinate the program on a national scale.

The RAP will strengthen our long history of building relationships with our partners and community members to improve cultural practices, programs and protocols. More information relating to this plan is available on our website www.waverley.nsw.gov.au.

Have your Say

haveyoursaywaverley.com.au

We want to know how we can better communicate with you and deliver information to you. Hop on to our community feedback website and fill out our survey.

You'll go in the draw to win some fabulous prizes, including a dinner for two at one of the area's most iconic restaurants – Bondi Icebergs.

Copies of the survey are also available at our Customer Service Centre, on Spring Street, Bondi Junction. You'll be able to leave your feedback until the end of January 2015. We look forward to hearing from you!

Precinct meetings

There are no precinct meetings scheduled for January 2015. A calendar for February is being finalised and will be available on our website soon:

www.waverley.nsw.gov.au

If you'd like more information, please call Mary Shiner, our Community Liaison Coordinator, on **9369 8120**.

Attachment 3.9

Future of Waverley Community Information Pack, February 2015.





WAVERLEY
COUNCIL

Your information pack

FUTURE *of* WAVERLEY

The NSW State
Government's Fit for the
Future program and what
it means for Waverley

BACKGROUND ON FIT FOR THE FUTURE

Thank you for taking the time to read through this information. We all need to understand what Fit for the Future means for us so that Waverley Council can make a submission to the State Government about our future.

This pack includes:

- a short background of the State Government's Fit for the Future program
- the criteria the State Government has set for councils to meet
- the options available for Waverley.

Once you have read through this pack, we'd love to hear from you. See the back cover for details on how to have your say.

Local government reform

In 2012, the State Government appointed an Independent Panel to review NSW councils and make recommendations on how councils in NSW can become strong and efficient for the long term. To do this in greater Sydney, the Panel recommends a reduction in the number of metropolitan councils from 41 to 18, with Waverley being amalgamated into a 'Global City' Council consisting of City of Sydney, Waverley, Randwick, Woollahra, and Botany.

In September 2014, the State Government announced its Fit for the Future program, committing a package of up to \$1 billion 'to help councils take the next steps towards change'.

Fit for the Future program

The State Government's Fit for the Future program asks most councils to consider merging with neighbouring councils. Council is assessing the six options listed below, including the 'status quo' of Waverley Council remaining by itself.

The State Government's Fit for the Future criteria are:

- scale and capacity
- financial sustainability
- efficiency
- infrastructure and services.

Is Waverley Council Fit for the Future?

We believe we meet many of the criteria outlined by the State Government. We are in a very stable

financial position, and are making great progress on our infrastructure backlog.

With a population of 70,706 and covering an area of 9.2km², we have an issue meeting the 'scale and capacity' levels based on what was recommended by the Independent Local Government Review Panel. Scale and capacity looks at the unique characteristics of each area – geography, population, economic and transport flows, communities of interest and local identity.

However, when addressing scale and capacity in our submission, we will point out that the number of people visiting Waverley is extremely high. The population of Waverley can often more than double with up to 50,000 people visiting Bondi Beach alone, and Westfield catering for 58,000 people a day.

The State Government has indicated that the 'status quo' is not an option for most Councils in NSW, including Waverley.

Where to from here

We need to know what you want for the future of Waverley. To assist us in developing our submission to the State Government, we are asking that you assess the six options below by looking at their pros and cons, telling us which you prefer and ranking them in order of your preference.

Option 1	Waverley Council remaining by itself
Option 2	A City of Sydney, Waverley, Randwick, Woollahra and Botany 'global city' amalgamation
Option 3	Waverley, Woollahra, Randwick and Botany councils amalgamating
Option 4	Waverley, Woollahra and Randwick councils amalgamating
Option 5	Waverley and Randwick councils amalgamating
Option 6	Waverley and Woollahra councils amalgamating

You will find more detail of each option on the following pages.

We all want the best outcome for our community. We want to ensure that any changes will maximise benefits to residents and businesses.

Please take the time to read through this information pack and then fill out our online survey to have your say on the future of Waverley. More information on how to have your say is on the back page.

Performance measures (ratios)

As part of the submission process, the NSW Office of Local Government requires councils to complete template documents. These templates include a number of fairly complex performance measures relating to a council's financial and infrastructure situation. For easier comparison and understanding of each option, these performance measures (ratios) have been analysed on our behalf by an independent consultant.

The performance measures as outlined by the State Government are:

- 1 Operating Performance (OP) Ratio
- 2 Own Source Revenue (OSR) Ratio
- 3 Building and Infrastructure Asset Renewal (BIAR) Ratio

These three performance measures assess if a council can generate sufficient funds over the long term to provide the agreed level and scope of services and infrastructure for their community.

- 4 Infrastructure Backlog (IB) Ratio
- 5 Asset Management (AM) Ratio
- 6 Debt Service (DS) Ratio

These three performance measures assess if a council is maintaining its assets eg. roads, paths, parks and meeting its debts and capacity to access finances through loans. Councils are also assessed on how they can use their size to decrease costs of services and meet the needs of communities.

7 Real Operating Expenditure Per Capita (ROEPC) Ratio

This performance measure assesses if a council has efficient service and infrastructure delivery, achieving value for money for current and future ratepayers.

Information about how each option rates against the State Government's performance measures is on the following pages. For more detail on the information provided about performance measures, visit Council's website at www.waverley.nsw.gov.au and read the independent report titled 'Review of Fit for the Future financial benchmarks'.

Rates

To minimise the inequity of rates across council areas in NSW, the Independent Pricing and Regulatory Tribunal (IPART) recommended a review to improve fairness and equity within the rates system. This review is about to start and is due to be completed mid-2016.












Waverley and neighbouring councils assess rates differently, making it difficult to accurately project what merged council rates would mean to Waverley's ratepayers, and those of other councils. In terms of amalgamation, any new merged council would be responsible for identifying and introducing an appropriate rates structure that is both fair and equitable for all ratepayers of the new council and will be required to do extensive community consultation before doing so. There would therefore be a transition period of a number of years to ensure minimal impact of any rate changes to ratepayers.

Community of interest and local identity

We believe that any new council needs to reflect a community of interest, which may be defined as the shared sense of identity held by the people in the area. It is a sense of neighbourhood cohesion, shared experience, shared places and a shared sense of connection. We need to consider this as a criteria as well.

CURRENT SITUATION

In order for you to make an informed decision about the best options for the future of Waverley, this table includes all councils in our options for assessment and reflects up-to-date information about each council operating independently.

	Waverley	Randwick	Woollahra	Botany	Sydney
 Population	70,706	142,310	57,677	43,292	191,918
 2031 population forecast	82,150	174,300	67,250	56,050	273,500
 Land size (km ²)	9.2	36.3	12.3	21.7	26.7
 TCorp assessment (current financial sustainability)*	Moderate	Sound	Moderate	Moderate	Strong
 TCorp assessment (financial sustainability outlook)**	Positive	Positive	Positive	Neutral	Positive
 OLG Infrastructure Management assessment***	Strong	Very Strong	Strong	Moderate	Strong
 Residential rates income	\$30M	\$52M	\$27M	\$10M	\$59M
 Business rates income	\$12M	\$13M	\$5M	\$16M	\$199M
 Waste levy	\$469	\$511	\$452	\$458	\$380
 Budget	\$144M	\$158M	\$107M	\$66M	\$761M
 Councillors	12	15	15	7	10

***Note:** New South Wales Treasury Corporation (known as TCorp) is the central borrowing authority for the State of New South Wales. The TCorp current financial sustainability measure assesses if a council is currently able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.

****Note:** The TCorp financial sustainability outlook measure assesses if a council will be able to generate sufficient funds to provide the level of service and infrastructure agreed by its community into the future, based on population growth.

*****Note:** In 2013, the Office of Local Government (OLG) did an infrastructure audit of councils in NSW to assess infrastructure management. The OLG Infrastructure Management assessment measure rates each council on how they are managing their infrastructure (roads, buildings etc) and addressing the infrastructure backlog.

WAVERLEY COUNCIL



This option currently meets two of the seven performance measures set by the State Government, as shown below. However, the forecast for this option in 2020, based on current trends, estimates that Waverley will meet six of the seven performance measures. This option does not meet the State Government's scale and capacity requirements.

- ▶ Meets Government requirements
- Doesn't meet Government requirements

Ratio 1 – Operating Performance

Ratio 2 – Own Source Revenue

Ratio 3 – Asset Renewal

Ratio 4 – Infrastructure Backlog

Ratio 5 – Asset Management

Ratio 6 – Debt Servicing

Ratio 7 – Operating Expenditure

 **70,706**
Current population

 **82,150**
2031 population forecast

 **9.2**
Land size (km²)

 **\$30M**
Residential rates income

 **\$12M**
Business rates income

 **\$144M**
Budget

Advantages

- Highest level of local representation of the six options (1: 4,714 population*)
- Retention of existing services
- Budget set and controlled by Waverley
- Continuation of Waverley's local land use planning instruments (LEP, DCP)
- Service delivery determined by Waverley
- Continuation of Waverley's Community Strategic Plan, Waverley Together 3
- Retains a strong community of interest and local identity

Disadvantages

- Does not meet the State Government's requirements for scale and capacity
- Economies of scale more difficult to achieve with present size
- Retains current capacity to access to State funding and grants but may limit opportunities to access more funds
- No access to \$10.5 million funding for merged councils

* Based on the current maximum number of councillors allowed under State Legislation, which is set at 15.

CITY OF SYDNEY, WAVERLEY, RANDWICK, WOOLLAHRA AND BOTANY AMALGAMATION



This option currently meets four of the seven performance measures set by the State Government, as shown below. The forecast for this option in 2020, based on current trends, will likely meet five of the seven performance measures. This option is consistent with the State Government's scale and capacity requirements.

- ▶ Meets Government requirements
- Doesn't meet Government requirements

Ratio 1 – Operating Performance

Ratio 2 – Own Source Revenue

Ratio 3 – Asset Renewal

Ratio 4 – Infrastructure Backlog

Ratio 5 – Asset Management

Ratio 6 – Debt Servicing

Ratio 7 – Operating Expenditure



505,903
Current population



653,250
2031 population forecast



106.2
Land size (km²)



\$178M
Residential rates income



245M
Business rates income



\$1,236M
Budget

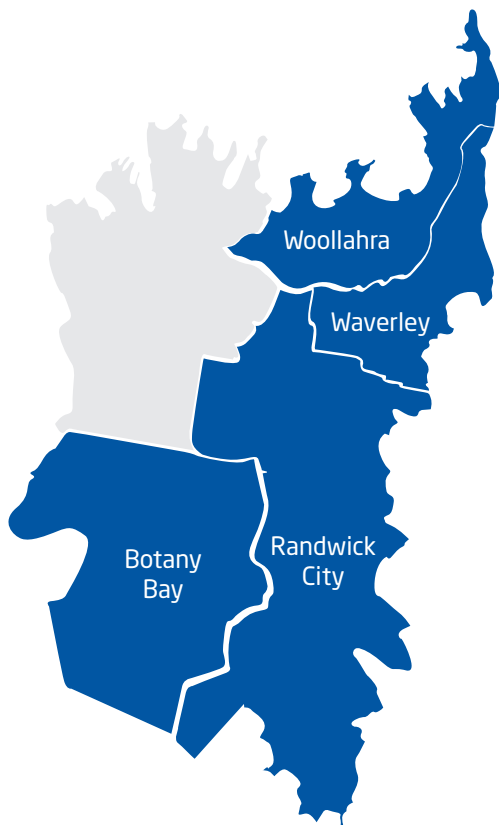
Advantages

- Meets the State Government's requirements for scale and capacity
- Access to \$10.5 million funding for approved merged councils, with an additional \$3 million for every 50,000 above 250,000 population
- Ability to access TCorp borrowing facility at reduced cost
- Possibly able to have greater access to State funding and grants
- Capacity to promote and support Sydney's ongoing development as Australia's premier global city

Disadvantages

- Loss of Waverley and Eastern Suburbs identity
- Less representation at the local level (1:33,727 population*)
- Less influence of local community on decision makers
- Possibility of change to services offered and delivery of current programs
- Possible increase in level of bureaucracy
- Decisions about service delivery may not reflect local priorities
- New planning instruments required that may not meet local differences
- Promotion of the Global Sydney may dilute focus on the eastern coastal suburbs and beaches
- This does not meet the community of interest criteria
- Potential CBD Sydney focus at the detriment of suburban centres

WAVERLEY, WOOLLAHRA, RANDWICK & BOTANY COUNCILS AMALGAMATING



This option currently meets five of the seven performance measures set by the State Government, as shown below. The forecast for this option in 2020, based on current trends, will likely meet six of the seven performance measures. This option is broadly consistent with the State Government's scale and capacity requirements.

- ▶ Meets Government requirements
- Doesn't meet Government requirements

Ratio 1 – Operating Performance

Ratio 2 – Own Source Revenue

Ratio 3 – Asset Renewal

Ratio 4 – Infrastructure Backlog

Ratio 5 – Asset Management


Ratio 6 – Debt Servicing

Ratio 7 – Operating Expenditure

 **313,985**
Current population

 **379,750**
2031 population forecast

 **79.5**
Land size (km²)

 **\$119M**
Residential rates income

 **\$46M**
Business rates income

 **\$475M**
Budget

Advantages

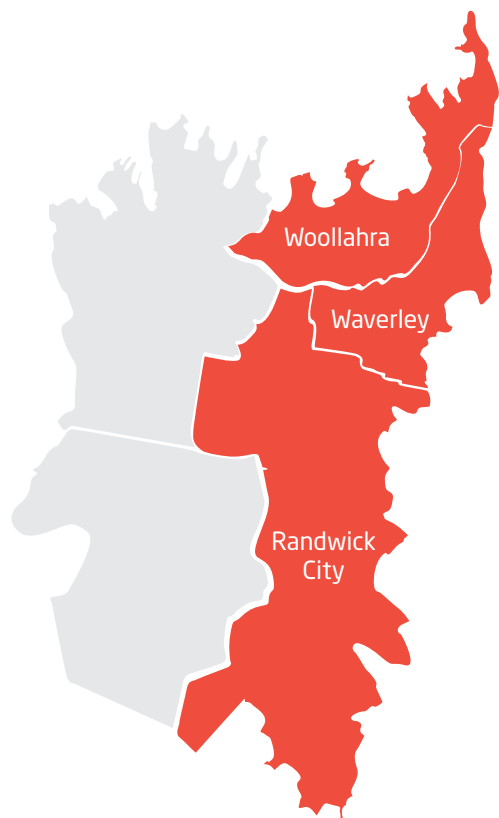
- Recognises the special connections of the eastern coastal councils and achieves the community of interest criteria
- Broadly consistent with State Government's scale and capacity requirement
- Access to \$10.5 million funding for approved merged councils, with an additional \$3 million for every 50,000 above 250,000 population
- Possibly able to access other State funding and grants
- Potential for more effective integrated planning across the Eastern Suburbs
- Establishes an eastern coastal identity

Disadvantages

- Loss of Waverley identity
- Less representation at the local level (1:20,932 population*)
- Decisions about service delivery may not be reflective of local priorities
- New planning instruments required
- Possible increase in level of bureaucracy

* Based on the current maximum number of councillors allowed under State Legislation, which is set at 15.

WAVERLEY, WOOLLAHRA AND RANDWICK COUNCILS AMALGAMATING



This option currently meets five of the seven performance measures set by the State Government, as shown below. The forecast for this option in 2020, based on current trends, will likely meet six of the seven performance measures. This option is broadly consistent with the State Government's scale and capacity requirements.

- ▶ Meets Government requirements
- Doesn't meet Government requirements

Ratio 1 – Operating Performance

Ratio 2 – Own Source Revenue

Ratio 3 – Asset Renewal

Ratio 4 – Infrastructure Backlog

Ratio 5 – Asset Management

Ratio 6 – Debt Servicing

Ratio 7 – Operating Expenditure



270,693
Current population



323,700
2031 population forecast



57.8
Land size (km²)



\$109M
Residential rates income



\$30M
Business rates income



\$409M
Budget

Advantages

- Recognises the special connections of the eastern coastal councils and achieves the community of interest criteria
- Broadly consistent with NSW Government's scale and capacity requirement
- Access to \$10.5 million funding for approved merged councils, with an additional \$3 million for every 50,000 above 250,000 population
- Possibly able to access other State funding and grants
- Potential for more effective integrated planning across the Eastern Suburbs
- Achieves the common interests criteria including beaches, and coastal communities

Disadvantages

- Loss of Waverley identity, but retains eastern coastal identity
- Less representation at the local level (1:18,046 population*)
- Possible increase in level of bureaucracy
- Decisions about service delivery may not reflect local priorities

WAVERLEY & RANDWICK COUNCILS AMALGAMATING



This option currently meets six of the seven performance measures set by the State Government, as shown below. The forecast for this option in 2020, based on current trends, will likely meet six of the seven performance measures. This option is broadly consistent with the State Government's scale and capacity requirements.

- ▶ Meets Government requirements
- Doesn't meet Government requirements

Ratio 1 – Operating Performance

Ratio 2 – Own Source Revenue

Ratio 3 – Asset Renewal

Ratio 4 – Infrastructure Backlog

Ratio 5 – Asset Management

Ratio 6 – Debt Servicing

Ratio 7 – Operating Expenditure

 **213,016**
Current population

 **256,450**
2031 population forecast

 **45.5**
Land size (km²)

 **\$82M**
Residential rates income

 **\$25M**
Business rates income

 **\$302M**
Budget

Advantages

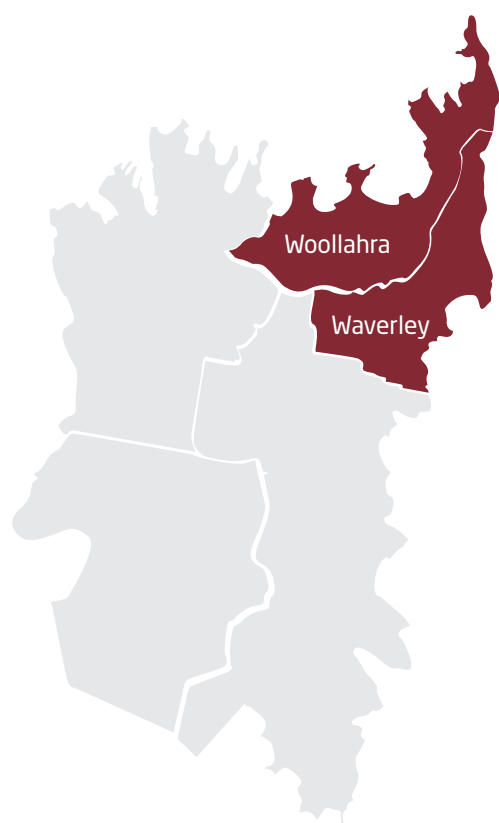
- Recognises the special connections of the eastern coastal councils and achieves the community of interest criteria
- Broadly consistent with NSW Government's scale and capacity requirement
- Access to \$10.5 million funding for approved merged councils, with an additional \$3 million for every 50,000 above 250,000 population
- Priority access to other State funding and grants
- Potential for more effective integrated planning across the Eastern Suburbs
- Achieves the community of interest criteria

Disadvantages

- Loss of Waverley identity
- Does not completely achieve a total eastern coastal council identity
- Decisions about service delivery may not reflect local priorities
- Possible increase in level of bureaucracy
- Less representation at the local level (1:14,201 population*)

* Based on the current maximum number of councillors allowed under State Legislation, which is set at 15.

WAVERLEY & WOOLLAHRA COUNCILS



This option currently meets four of the seven performance measures set by the State Government, as shown below. The forecast for this option in 2020, based on current trends, will likely meet six of the seven performance measures. This option does not meet the State Government's scale and capacity requirements.

- ▶ Meets Government requirements
- Doesn't meet Government requirements

Ratio 1 – Operating Performance

Ratio 2 – Own Source Revenue

Ratio 3 – Asset Renewal

Ratio 4 – Infrastructure Backlog

Ratio 5 – Asset Management

Ratio 6 – Debt Servicing

Ratio 7 – Operating Expenditure



128,383

Current population



149,400

2031 population forecast



21.5

Land size (km²)



\$57M

Residential rates income



\$17M

Business rates income



\$251M

Budget

Advantages

- Potential for more effective integrated planning across Waverley/Woollahra
- Elected representation is best of merged options (1:8,556 population*)

Disadvantages

- Does not meet the NSW Government's scale and capacity requirements
- Loss of Waverley identity
- Marginal increase in level of bureaucracy possible
- Does not reflect eastern suburbs coastal council identity as other eastern coastal councils excluded

SUMMARY OF OPTIONS

Here's an overview of the options to make it easier for you to see how each stacks up against the State Government's performance measures and criteria.

CURRENT ASSESSMENT OF PERFORMANCE MEASURES:

	RATIO 1 OP	RATIO 2 OSR	RATIO 3 BIAR	RATIO 4 IB	RATIO 5 AM	RATIO 6 DS	RATIO 7 ROEPC	No. Met
WAVERLEY	■	▶	■	■	■	▶	■	2
GREATER SYDNEY	▶	▶	■	▶	■	▶	■	4
WAVERLEY, WOOLLAHRA, RANDWICK, BOTANY	■	▶	■	▶	▶	▶	▶	5
WAVERLEY, WOOLLAHRA, RANDWICK	■	▶	■	▶	▶	▶	▶	5
WAVERLEY, RANDWICK	▶	▶	■	▶	▶	▶	▶	6
WAVERLEY, WOOLLAHRA	■	▶	■	■	▶	▶	▶	4

You will find more detail on each ratio on page 3

▶ Meets Government requirements
■ Doesn't meet Government requirements

FORECAST OF PERFORMANCE MEASURES IN 2018-2020:

	RATIO 1 OP	RATIO 2 OSR	RATIO 3 BIAR	RATIO 4 IB	RATIO 5 AM	RATIO 6 DS	RATIO 7 ROEPC	No. Met
WAVERLEY	▶	▶	■	▶	▶	▶	▶	6
GREATER SYDNEY	▶	▶	■	▶	■	▶	▶	5
WAVERLEY, WOOLLAHRA, RANDWICK, BOTANY	▶	▶	■	▶	▶	▶	▶	6
WAVERLEY, WOOLLAHRA, RANDWICK	▶	▶	■	▶	▶	▶	▶	6
WAVERLEY, RANDWICK	▶	▶	■	▶	▶	▶	▶	6
WAVERLEY, WOOLLAHRA	▶	▶	■	▶	▶	▶	▶	6

You will find more detail on each ratio on page 3

▶ Meets Government requirements
■ Doesn't meet Government requirements



WAVERLEY,
HAVE YOUR
SAY

In order to ensure the community have the opportunity to have their say, we are undertaking rigorous community consultation. Included in the consultation process is:



Online survey

Survey available at www.waverley.nsw.gov.au from 25 February 2015.



Hard copy surveys

Survey available at the Customer Service Centre, Library, Seniors Centre and the Pavilion from 25 February, or call 9369 8000 to be sent a copy.



Phone survey

A phone poll with residents, undertaken by an independent consultant. We encourage you to participate if you are one of the randomly selected residents. The phone poll is likely to take approximately ten minutes.



Business survey

A deliberative phone poll for businesses in the Waverley LGA.



Youth campaign

Campaign targeting Waverley's youth (aged 10–18 years), including focus groups.

All information in this package is available on Waverley Council's website: www.waverley.nsw.gov.au
If you have any further questions, please email fitforthefuture@waverley.nsw.gov.au or call Council's Communications and Engagement Manager on 9369 8168.

NEXT STEPS – TIMELINE



Attachment 3.10

Future of Waverley Fact Sheet, February 2015.



What is Waverley Council's position on amalgamation?

In October 2014 Council resolved:

That Council does not support amalgamation with any other Council unless it can be demonstrated that there are sufficient benefits of a preferred amalgamation to Waverley, and this is supported by the Waverley community.

How did Waverley Council come up with the six options?

In 2014, Council carefully considered which options it wanted to at look further. Council resolved to explore what, if any, benefits there are in the following options:

- Waverley Council remaining by itself
- A City of Sydney, Waverley, Randwick, Woollahra and Botany Bay amalgamation
- Waverley, Woollahra, Randwick and Botany councils amalgamating
- Waverley, Woollahra and Randwick councils amalgamating
- Waverley and Randwick councils amalgamating
- Waverley and Woollahra councils amalgamating.

In exploring these options we have used independent advice in order to better understand what each means for us. In this [information pack](#), we have looked at advantages and disadvantages of each option.

Why is Council not looking at an option for a potential merger of Waverley, Randwick and Botany or Waverley, Woollahra and City of Sydney?

Council carefully considered which options it wanted to look at further. Council's submission is required to be completed by June 30 and the six options chosen for review are those Council felt were the priority for consideration.

Will amalgamations result in a rates rise?

The Independent Local Government Review Panel in its final report Revitalising Local Government recommended a review to improve fairness and equity within the rates system. This review is about to start and is due to be completed by the Independent Pricing and Regulatory Tribunal in mid-2016.

In terms of amalgamation, any new merged council would be responsible for identifying and introducing an appropriate rates structure that is both fair and equitable for all ratepayers of the new council and will be required to do extensive community consultation before doing so. A significant transition period, potentially over a number of years, is likely needed to ensure minimal impact of any rate changes to ratepayers.

Why is a rate review being done now and will an amalgamation mean my rates will increase?

The Independent Local Government Review Panel (ILGRP) looked at local government revenues and highlighted a number of issues. As part of their Final Report, the ILGRP recommended that

Independent Pricing and Regulatory Tribunal (IPART) undertake a review of the rating system with a focus on reducing or removing excessive exemptions and concessions and improving equity within the rating system. The review by IPART is due to commence shortly and is expected to be completed by mid-2016.

Any new Council entity will also be expected to undertake extensive consultation with the community to determine a rating structure that is both fair and equitable to any merging partners. It is expected that there would be a transition period covering a number of years whilst any merger takes place.

Why has each option in the information pack used the maximum 15 elected representatives when some LGA's have less than the maximum?

The State Government is not proposing to change the Local Government Act (NSW) that allows for no more than 15 elected representatives per LGA. Whilst councils can opt for a lesser number of elected representatives (eg. Waverley Council currently has 12), we used the maximum number of 15 for each of the potential options to enable fair comparisons between each.

What does 'scale and capacity' mean?

Scale and capacity looks at the unique characteristics of each area – geography, population, economic and transport flows, communities of interest and local identity.

What opportunity will the community have to provide feedback?

To inform our submission due by 30 June, Waverley Council will be seeking feedback from the community from 25 February to 15 March through a variety of channels, including:

- A statistically valid phone survey of both residents and businesses, undertaken by an independent consultant
- An online survey, open to all of Waverley
- Hard copy surveys available at all customer service points, including the Seniors Centre
- Youth engagement program.

Community feedback will provide a central component of Waverley Council's Fit for the Future submission to the State Government.

Where can I find more information about local government reform?

The Fit for the Future website provides more information about the package, visit:

www.fitforthefuture.nsw.gov.au

The Office of Local Government website has links to the Independent Review Panel reports, visit:

www.olg.nsw.gov.au/strengthening-local-government/local-government-reform/independent-review-of-local-government

Waverley Council's website has an overview of information, with links to Council reports and media releases, simply click the 'local government reform' button on the homepage:

www.waverley.nsw.gov.au

Attachment 3.11

Future of Waverley Community Survey, February 2015.



FUTURE *of* WAVERLEY

Community Survey



WAVERLEY
COUNCIL

HAVE YOUR SAY ON THE
FUTURE OF WAVERLEY

The NSW State Government has released its 'Fit for the Future' program which requires most NSW councils to consider amalgamation options with neighbouring councils.

We are encouraging residents and local businesses to provide feedback on their preferred options for the future of Waverley, based on information provided at www.waverley.nsw.gov.au

The options being considered are:

- *Waverley Council remaining by itself*
- *Waverley becoming part of 'global city' amalgamation called Sydney*
- *Waverley, Woollahra, Randwick and Botany councils amalgamating*
- *Waverley, Woollahra and Randwick councils amalgamating*
- *Waverley and Randwick councils amalgamating*
- *Waverley and Woollahra councils amalgamating*

Complete the survey below and return it to Council, details overleaf. Alternatively, you can complete this survey online at www.waverley.nsw.gov.au

Your feedback will be incorporated into Council's submission to the State Government.

Community Survey

1. Rank your most preferred option through to your least preferred option in the boxes next to the options below (where 1 is most preferred and 6 is least preferred).

Write 1–6 below

Refer to Council's information pack to assist in ranking the following options.

☐

OPTION 1: Waverley Council remaining by itself

☐

OPTION 2: A City of Sydney, Waverley, Randwick, Woollahra and Botany 'global city' amalgamation

☐

OPTION 3: Waverley, Woollahra, Randwick and Botany councils amalgamating

☐

OPTION 4: Waverley, Woollahra and Randwick councils amalgamating

☐

OPTION 5: Waverley and Randwick councils amalgamating

☐

OPTION 6: Waverley and Woollahra councils amalgamating

2. What are the main reasons you chose your most preferred option?

3. What are the main reasons you chose your least preferred option?

Some demographic information - please indicate which of the following best describes you.

4. What is your status in relation to your home?

- ☐ Owner
☐ Rent/board
☐ Own, but live elsewhere

5. How long have you lived in Waverley?

- ☐ Less than a year
☐ 1 to 5 years
☐ 6 to 10 years
☐ More than 10 years
☐ Do not live in Waverley

6. What is the name of the suburb where you live?

7. Do you have children living at home?

- ☐ Yes
☐ No (go to question 9)

8. How many children do you have living at home in each of the following age categories? Write the number in the relevant box/s.

- 0-5 years old
 6-11 years old
 12-17 years old
 18-25 years old
 Over 25 years old

9. How old are you?

- ☐ Under 18 years old
☐ 18-29 years old
☐ 30-49 years old
☐ 50-64 years old
☐ 65+ years old
☐ Prefer not to say

10. What is your gender?

- Male
Female
Prefer not to say

Thank you for completing this survey.

Please return this to Council by:

- Mail to: (use reply paid envelope)
The General Manager
PO Box 9
Bondi Junction NSW 1355
OR
- Scanning a copy and emailing it to
fitforthefuture@waverley.nsw.gov.au
OR
- Dropping the survey into Council's Customer Service Centre, Waverley Library, Council Chambers, Bondi Pavilion or the Seniors Centre.

Attachment 3.12

IRIS Research, Waverley Amalgamation Options Survey of residents and business, April 2015.





Insight for
Business & Government

Waverley Amalgamation Options Survey of residents and business

Prepared for



WAVERLEY
COUNCIL

Prepared by
IRIS Research Ltd

April 2015



IRIS Research ABN 16 002 278 793

Level 1, IC Central, Innovation Campus, Squires Way, Fairy Meadow

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Executive summary

This report presents the results of the 3 surveys undertaken on behalf of Waverley City Council's 'Fit for the Future' Survey, 2015. IRIS Research was commissioned by Council to conduct a **(1)** comprehensive telephone-based deliberative poll among the area's residents, **(2)** a telephone-based deliberative poll amongst businesses in the area using IRIS' CATI and Online platform, and **(3)** a resident's online and paper survey. Each of these surveys sought to attain the views of the community towards 6 'Fit for the Future' amalgamation options, that ranged from Waverley Council remaining as it is, to merging with a combination of neighbouring Councils.

The surveys were conducted in house using IRIS' Computer-Assisted Telephone Interviewing (CATI) system and IRIS' online survey platform during March 2015. A total of 623 interviews were conducted with residents from the Waverley Local Government Area (LGA) by telephone. The responses of 238 business owners/managers were also collected using a combination of IRIS's CATI facility and its online platform; while 647 more responses from residents were collected using IRIS' online survey platform and paper formats.

The main findings of the surveys were:

Most preferred option

Across all 3 surveys', around one in three respondents preferred for Waverley Council to remain by itself. Having Waverley merge with Woollahra and Randwick councils was the next most preferred option by respondents in both the resident's telephone and online surveys.

Graph E.1 provides a breakdown of the 'most preferred' options across the 3 survey types.

Graph E.1: Most preferred Option across the 3 Survey Types

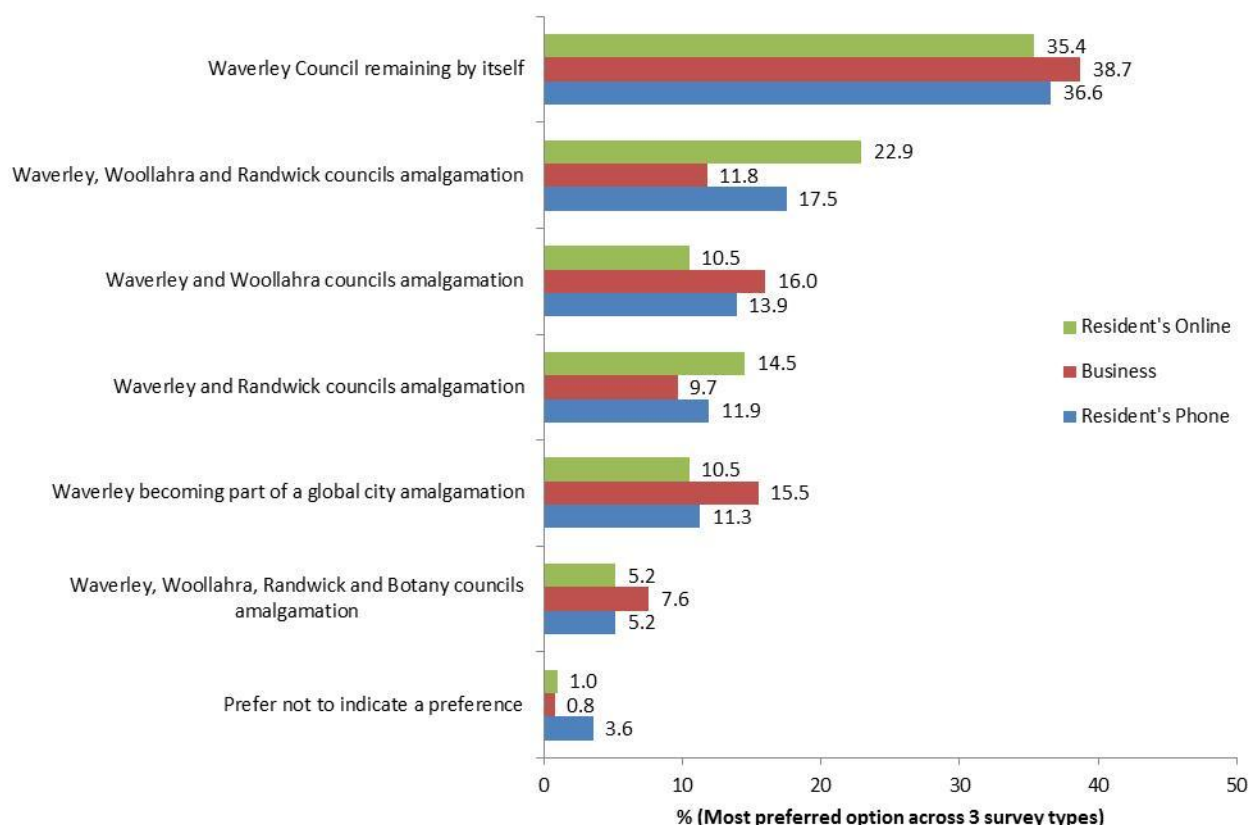


Table E.1a shows the preferred options selected by respondents (across all 3 survey types) if the option of 'Waverley Council remaining by itself' was excluded as a viable option. To calculate the table below, those residents that nominated 'Waverley Council remaining by itself' as their most preferred option, had their second preferred option reallocated to essentially become their first selection.

Table E.1a: Most preferred Option with reassignment of status quo option

	Resident's Phone Survey %	Business Survey %	Resident's Online Survey %
Waverley and Woollahra councils amalgamation	28.8	32.4	23.6
Waverley, Woollahra and Randwick councils amalgamation	20.9	14.3	26.1
Waverley and Randwick councils amalgamation	19.1	19.7	21.8
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	12.9	16.4	10.8
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.3	8.8	5.5
Prefer not to indicate a preference	13.0	8.4	12.2
Sample size	623	238	647

Green coloured cell highlights most preferred option. If more than one within column they are statistically the same.

When the data was extrapolated in this way, having Waverley amalgamate with Woollahra was a preferred option across all 3 survey types. Results of the resident's online survey also showed Waverley amalgamating with Woollahra and Randwick Councils (21.8%) or 'Waverley, Woollahra and Randwick' (26.1%) was just as preferred to this group.

Table E.1b shows the preferred options selected by respondents if the option 'Waverley Council remaining by itself' and 'Waverley and Woollahra council amalgamating' were excluded as viable options. This round of data extrapolation was made as Waverley and Woollahra Councils is viewed to not fit the size and scale 'Fit for the Future' criteria.

To calculate table E.1b, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table E.1b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

	Resident's Phone Survey %	Business Survey %	Resident's Online Survey %
Waverley, Woollahra and Randwick councils amalgamation	32.0	23.1	33.9
Waverley and Randwick councils amalgamation	32.0	35.3	32.3
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	13.2	16.4	12.1
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.7	10.1	6.2
Prefer not to indicate a preference	17.1	15.1	15.5
Sample size	623	238	647

Green coloured cell highlights most preferred option. If more than one within column they are statistically the same.

After extrapolating the data in this way, having 'Waverley and Randwick councils amalgamate' was shown to be a preferred option by one third of respondents across the 3 survey types. Having Waverley, Woollahra and Randwick amalgamate was a

viable option for residents of both the telephone and online survey however it was less preferred amongst businesses.

1 Introduction

1.1 Background

IRIS Research was commissioned by Waverley Council to conduct research amongst the area's residents in relation to the NSW Government's 'Fit for the Future' reform program. The survey sought to attain the preferences of residents and businesses towards 6 'Fit for the Future' options, that ranged from Waverley Council remaining as it is, to merging with other Councils.

To attain the views of those that make up Waverley Local Government Area, 3 types of surveys were conducted; **(1)** a comprehensive telephone-based deliberative poll among the area's residents, **(2)** a telephone-based deliberative poll amongst businesses in the area using IRIS' CATI and Online platform, and **(3)** a resident's online and paper survey. Each of these surveys sought to attain the views of the community towards 6 'Fit for the Future' options, that ranged from Waverley Council remaining as it is, to merging with other Councils.

Waverley Council sent a brochure to all households and businesses titled 'Future of Waverley'. The brochure contained information on The NSW government Fit for the future program and what is meant for Waverley. It outlined 6 possible options for Waverley and the pros and cons of each option.

A random sample of households and business was then selected by IRIS Research for a follow up survey by telephone. The telephone surveys were only administered to those individuals and businesses who had read the information pack.

The information pack was also available online on Council's website for survey participants to download and read before completing the online and paper surveys.

1.2 Study Objectives

The objective for the resident's survey was to:

- Identify the preferred 'Fit for the Future' options amongst Waverley Local Government Area residents.

1.3 Survey Response

The table below provides the number of completed questionnaires collected from each of the 3 different methods.

	Resident's Phone Survey	Business Survey	Resident's Online Survey
Survey response	623	238	647

Both the resident's telephone and online survey response are weighted by age and gender to ensure the surveys are representative of the community of Waverley.

Survey Results

2 Resident Telephone Survey

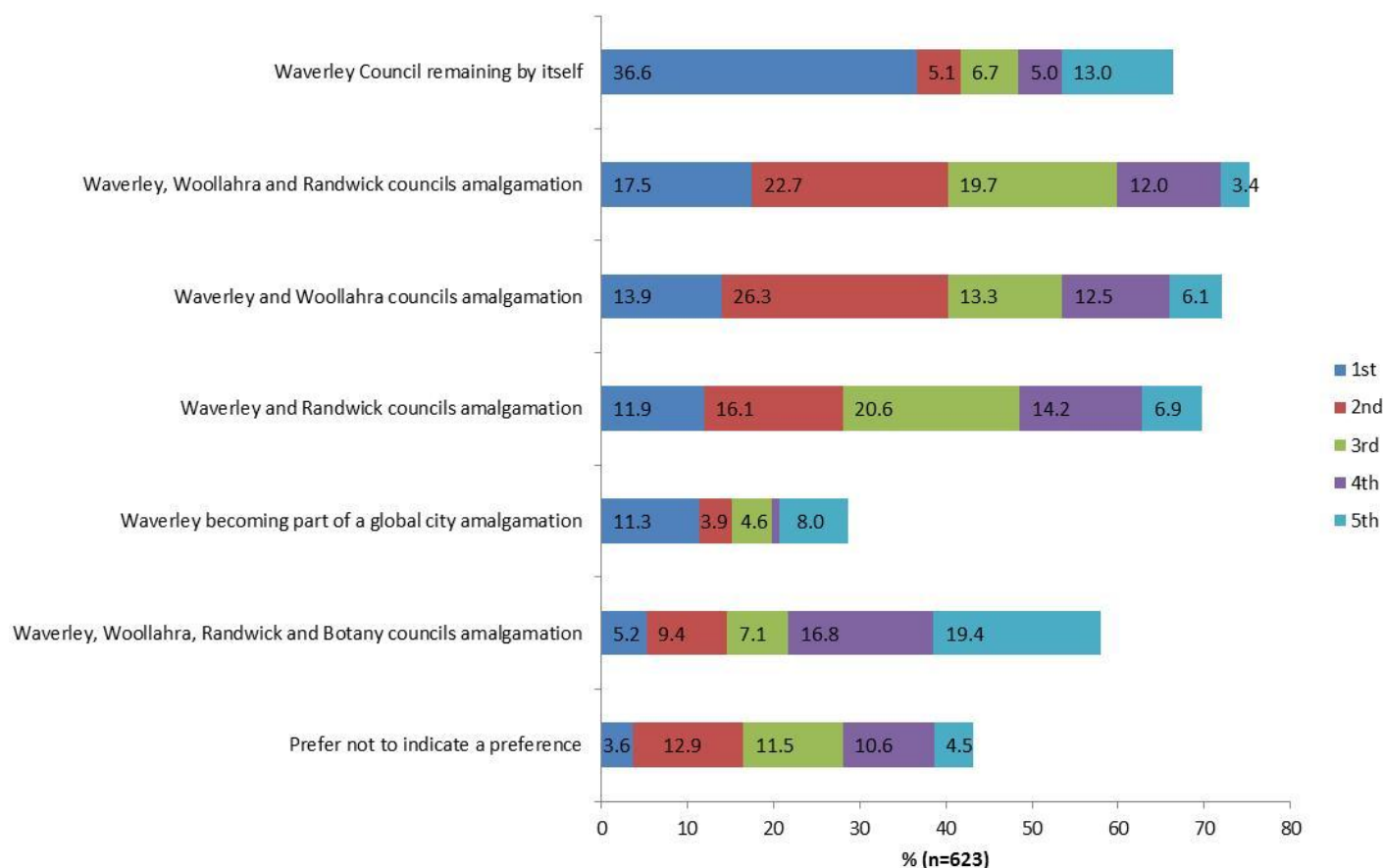
The NSW State Government released its 'Fit for the Future' program, which requires most NSW Council's to consider amalgamation options with neighbouring councils. Waverley residents were sent an information package by Council that explained the program. After reading through the information supplied by Council, residents were in an informed position to make a judgement on what they felt was best for their local council area. This section looks at the views held by Waverley Council residents as measured by IRIS' telephone survey.

2.1 Order of preferences

Section 2.1 of this report highlights the options that residents were prepared to accept with regards to the 6 possible amalgamation options they were presented with.

Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Graph 2.1: Preferences for 'Fit for the Future' program



Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Table 2.1: Preferences for 'Fit for the Future' program

	1 st option	1 st & 2 nd options	1 st , 2 nd & 3 rd options	1 st , 2 nd , 3 rd & 4 th options	1 st , 2 nd , 3 rd , 4 th & 5 th options
Waverley, Woollahra and Randwick councils	17.5%	40.2%	59.9%	71.9%	75.3%
Waverley and Woollahra councils	13.9%	40.2%	53.5%	66.0%	72.1%
Waverley and Randwick councils	11.9%	28.0%	48.6%	62.8%	69.7%
Waverley Council remaining by itself	36.6%	41.7%	48.4%	53.4%	66.4%
Waverley, Woollahra, Randwick and Botany	5.2%	14.6%	21.7%	38.5%	57.9%
Waverley becoming part of a global city	11.3%	15.2%	19.8%	20.6%	28.6%
Prefer not to indicate a preference	3.6%	16.5%	28.0%	38.6%	43.1%

Ranked by highest result after 3rd choice of options

Key Results:

- One third of all residents surveyed (36.6%) indicated their most preferred options were for Waverley Council to remain by itself. The second most preferred option was for Waverley, Woollahra and Randwick to amalgamate to form one Council; this was mentioned by 17.5% of residents.
- After the 3rd round of options were ranked, three out of five residents (59.9%) had included Waverley, Woollahra and Randwick councils to merge.
- When accounting for the 5 opportunities residents had to prioritise their selections for Waverley Council amalgamating with others, 75.3% of residents would be happy to some degree for Waverley, Woollahra and Randwick to amalgamate.

2.2 First Mentioned Option by Suburb – Resident Phone Survey

Table 2.1 shows the most preferred option broken up by Suburb. The suburb 'Bondi' in the table below is made up of 'North Bondi', 'Bondi Junction', 'Bondi Beach' and 'Bondi'.

Table 2.1: Most preferred Option by Suburb

Column %	Bondi	Bronte	Vaucluse	Clovelly	Dover Heights	Queens Park	Rose Bay	Tamarama	Waverley
Waverley Council remaining by itself	42.3%	23.6%	33.0%	82.8%	21.9%	49.7%	28.6%	22.9%	41.8%
Waverley becoming part of a global city amalgamation	11.4%	27.9%	12.9%	0.0%	0.0%	12.8%	2.2%	0.0%	7.8%
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.6%	1.9%	2.6%	0.0%	15.0%	0.7%	0.5%	0.0%	12.2%
Waverley, Woollahra and Randwick councils amalgamation	13.4%	14.5%	15.1%	0.0%	24.5%	17.0%	27.7%	60.4%	17.2%
Waverley and Randwick councils amalgamation	11.4%	27.6%	3.2%	12.7%	6.9%	10.6%	11.4%	3.6%	3.2%
Waverley and Woollahra councils amalgamation	13.6%	2.6%	20.3%	4.4%	29.3%	8.5%	27.3%	0.0%	17.2%
Prefer not to indicate a preference	2.3%	1.8%	12.9%	0.0%	2.4%	0.7%	2.3%	13.1%	0.6%
Sample size	314	77	33	4	44	40	41	14	49

Key Results:

- With the exception of Clovelly, which has a small sample size, a high proportion of residents from Bondi (42.3%), Queens Park (49.7%) and Waverley (41.8%) preferred for 'Waverley Council remaining by itself'.
- Bronte residents were split in relation to their most preferred option, with 23.6% preferring Council to remain by itself, 27.9% in favour of Waverley becoming part of a global city amalgamation and a further 27.6% showing their support for Waverley and Randwick Councils to come together.
- Residents of Tamarama (60.4%) had a preference for Waverley, Woollahra and Randwick Council's to come together.
- Almost one third of (29.3%) residents of Dover Heights ranked Waverley and Woollahra Council's amalgamating as their preferred choice.

2.3 Telephone Residents-Excluding Status Quo and Woollahra

Table 2.2a shows the preferred options selected by Waverley residents if the option 'Waverley Council remains by itself' was excluded as a viable option. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' (36.6%) had their second preferred option reallocated as their first preference.

Table 2.2a: Most preferred Option with reassignment of status quo option

n=623	%
Waverley and Woollahra councils amalgamation	28.8
Waverley, Woollahra and Randwick councils amalgamation	20.9
Waverley and Randwick councils amalgamation	19.1
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	12.9
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.3
Prefer not to indicate a preference	13.0

Key Results:

- If the status quo was not an option, then the most preferred selection amongst residents would be for Waverley and Woollahra council's to amalgamate (28.8%).

Table 2.2b shows the preferred options selected by Waverley residents if the options 'Waverley Council remaining by itself' and 'Waverley and Woollahra council amalgamating' were excluded as viable options. This would mean subsequent options that were neither of the two would be assigned as the first preference. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table 2.2b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

n=623	%
Waverley, Woollahra and Randwick councils amalgamation	32.0
Waverley and Randwick councils amalgamation	32.0
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	13.2
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.7
Prefer not to indicate a preference	17.1

Key Results:

- When the data was extrapolated in this way, two options came out as equally most preferred; they were 'Waverley, Woollahra and Randwick councils amalgamating' (32.0%) and 'Waverley and Randwick councils amalgamating' (32.0%).

2.4 Main reasons for selecting 'most' preferred option – Resident Phone Survey

Question: What are the main reasons you chose your MOST preferred option?

Table 2.2: Main reasons for choosing 'Waverley Council remaining by itself'

Sample size = 228	%
Happy with status quo / Not broken so no need to fix	26.9
Local Councillors know the area / Need to have local knowledge	24.1
Would become too big and lose its local identity / Wouldn't get a 'say'	13.1
Can't see any improvement if amalgamation happens / services most likely will diminish	8.1
Smaller is better and easier to manage	3.9
Easier with status quo	3.6
Demographics and issues don't match up with other Council's / Unique area	3.1
Would become too big and would result in bigger problems	2.2
Don't want other Council's to burden Waverley	1.2
No response given	9.5
Other	4.3

Not surprising, the top responses given as to why this was the most preferred option was because residents are happy with the status quo and prefers to have local Councillors that know the area representing them and keep their local identity.

Table 2.3: Main reasons for choosing 'Waverley becoming part of a global city'

Sample size = 70	%
Need to save costs / economies of scale / financially better	38.3
Easier to have one big picture / standardised policies	22.4
Access to a bigger budget / stronger together	20.2
Like the idea of a global city	11.2
Other bigger areas run smoothly e.g. city of Sydney, Brisbane	4.9
No response given	0.9
Other	2.2

Reasons given for the 'global city' option centred on the need for Waverley Council to save costs and be financially better off. A global city was seen as being able to achieve economies of scale. Having multiple Councils amalgamate was also seen as a way of being able to have a big picture for the area which would help to standardise policies.

Table 2.4: Main reasons for choosing 'Waverley, Woollahra, Randwick and Botany

Sample size = 32	%
Need to save costs / economies of scale / financially better	53.3
Similar Council's and demographics make it ideal for amalgamation	32.6
Access to a bigger budget / stronger together	6.0
Best option / Makes sense	2.0
Would become too big and lose its local identity / Wouldn't get a 'say'	0.8
Other Councils are stringer than Waverley / Good option	0.8
Other	4.5

Over half of the respondents that preferred for Waverley to merge with Woollahra, Randwick and Botany, did so because they felt it would achieve economies of scale and be financially better off (53.3%).

Table 2.5: Main reasons for choosing 'Waverley, Woollahra and Randwick Councils'

Sample size = 109	%
Similar Council's and demographics make it ideal for amalgamation	62.4
Need to save costs / economies of scale / financially better	23.5
Best option / Makes sense	4.8
Other Councils are stringer than Waverley / Good option	3.9
Access to a bigger budget / stronger together	1.0
No response given	1.0
Other	3.5

The overwhelming reason given by respondents for preferring Waverley to merge with Woollahra and Randwick is because the Councils are of similar size and demographics, which make it ideal for amalgamation.

Table 2.6: Main reasons for choosing 'Waverley and Randwick Councils'

Sample size = 74	%
Similar Council's and demographics make it ideal for amalgamation	45.2
Best option / Makes sense	37.2
Access to a bigger budget / stronger together	8.0
Other Councils are stringer than Waverley / Good option	6.0
Need to save costs / economies of scale / financially better	2.5
No response given	0.4
Other	0.7

The top reasons given as to why Waverley should merge with Randwick are because it is a similar council, which makes it ideal for amalgamation. It is also the best option that makes the most sense.

Table 2.7: Main reasons for choosing 'Waverley and Woollahra Councils'

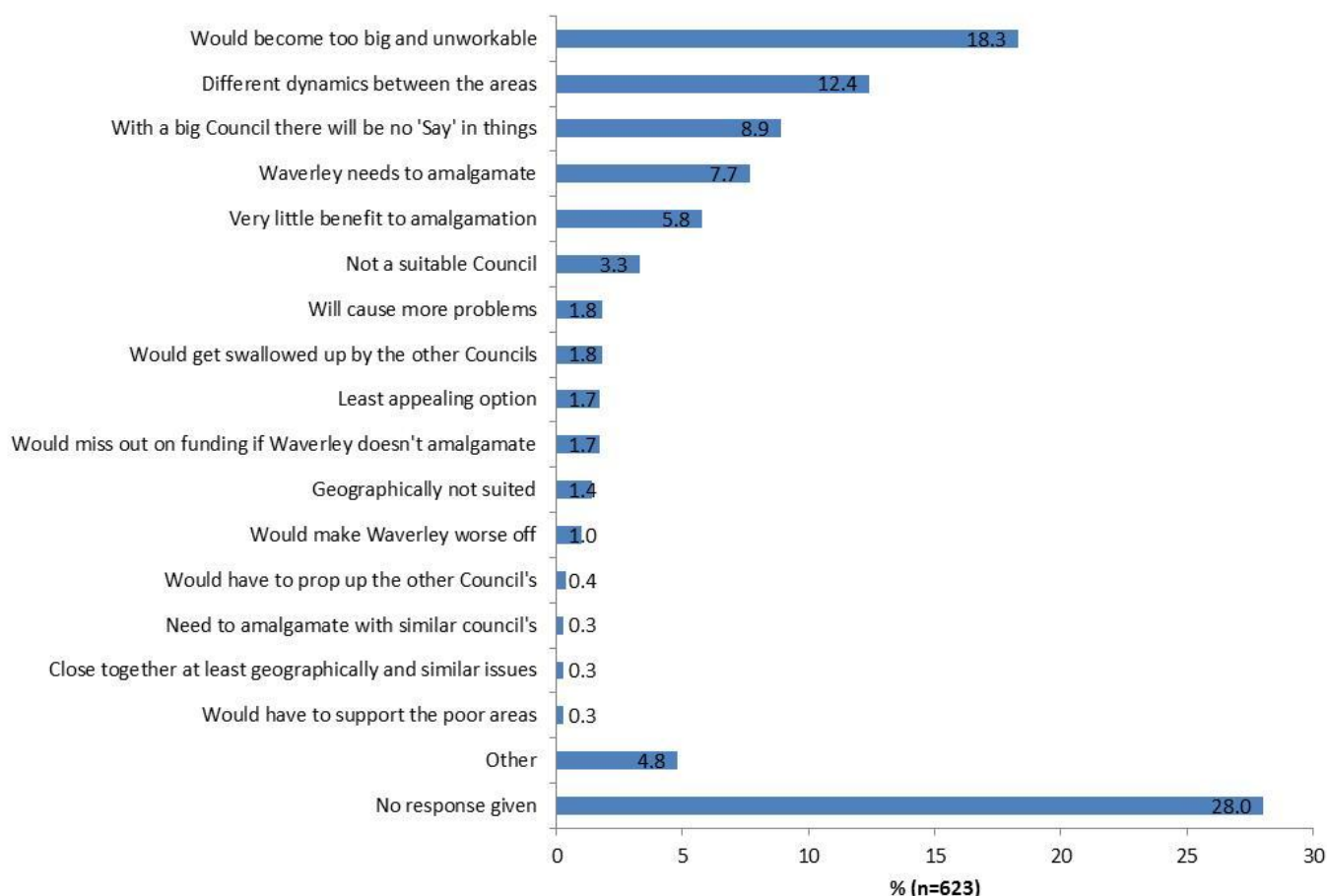
Sample size = 87	%
Similar Council's and demographics make it ideal for amalgamation	58.5
Best option / Makes sense	26.2
Other Councils are stringer than Waverley / Good option	7.0
Need to save costs / economies of scale / financially better	2.8
Access to a bigger budget / stronger together	0.3
No response given	1.2
Other	4.0

Over half of all respondents (58.5%) that felt Waverley should merge with Woollahra Council felt that it was a similar council that would facilitate a good amalgamation fit.

2.5 Main reasons for selecting 'least' preferred option – Resident Phone Survey

Question: What are the main reasons you chose your LEAST preferred option?

Table 2.9: Main reasons for LEAST preferred



Key Results:

- Close to one in five residents (18.3%) were concerned that having a number of Council's come together to become one, would result in an entity that was too big and unworkable to achieve any outcome of benefit for the amalgamated area.
- There was also a concern that Councils of differing size and demographics coming together would present significant challenges and impediments to a successful amalgamation.

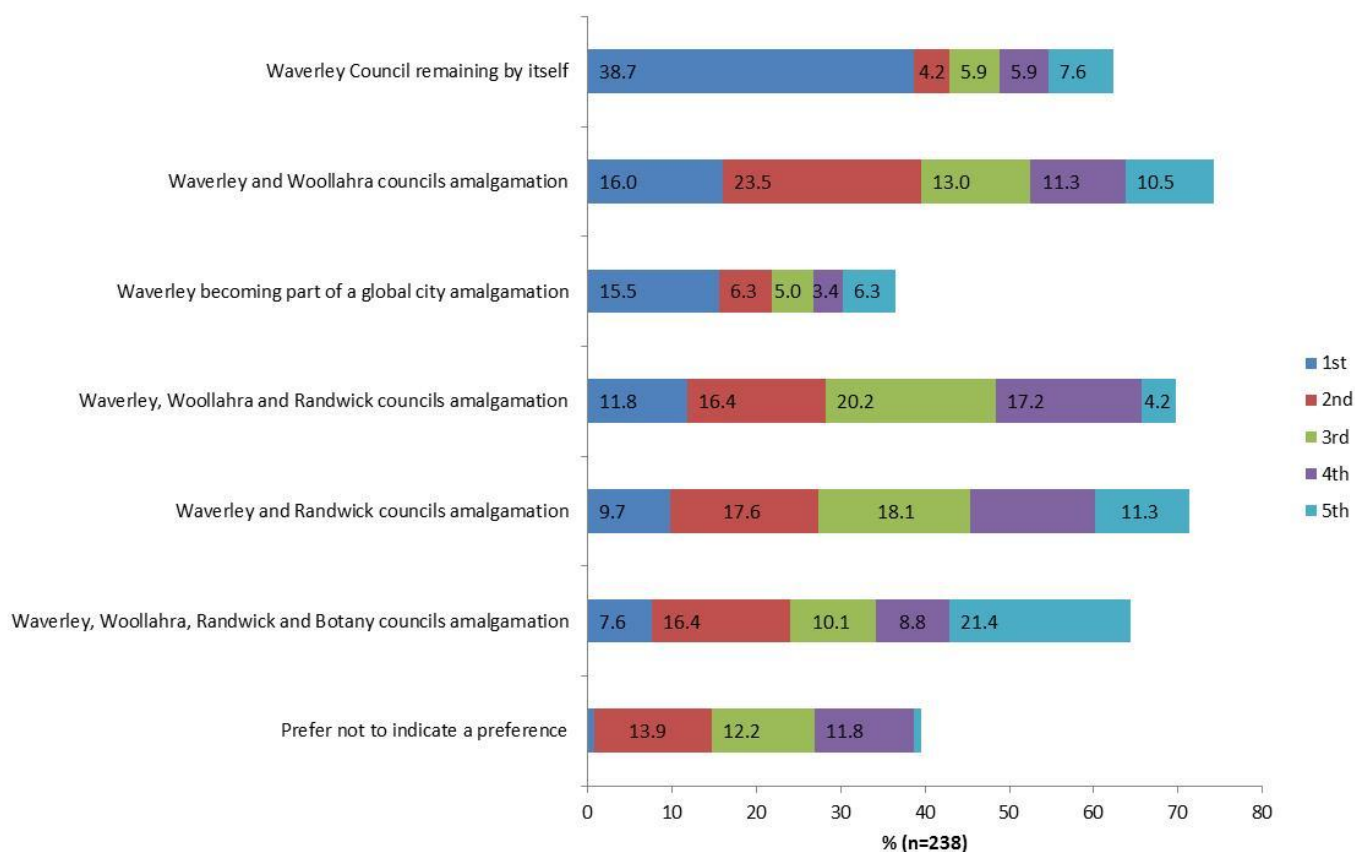
3. Business Survey

3.1 Order of preferences – Business Survey

Section 3.1 of this report highlights the options that Waverley business owners selected with regards to the 6 possible amalgamation options they were presented with.

Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Graph 3.1: Preferences for 'Fit for the Future' program



Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Table 3.1: Preferences for 'Fit for the Future' program

	1 st option	1 st & 2 nd options	1 st , 2 nd & 3 rd options	1 st , 2 nd , 3 rd & 4 th options	1 st , 2 nd , 3 rd , 4 th & 5 th options
Waverley and Woollahra councils	16.0%	39.5%	52.5%	63.8%	74.3%
Waverley Council remaining by itself	38.7%	42.9%	48.8%	54.7%	62.3%
Waverley, Woollahra and Randwick councils	11.8%	28.2%	48.4%	65.6%	69.8%
Waverley and Randwick councils	9.7%	27.3%	45.4%	60.1%	71.4%
Waverley, Woollahra, Randwick and Botany	7.6%	24.0%	34.1%	42.9%	64.3%
Waverley becoming part of a global city	15.5%	21.8%	26.8%	30.2%	36.5%
Prefer not to indicate a preference	0.8%	14.7%	26.9%	38.7%	39.5%

Ranked by highest result after 3rd choice of options

Key Results:

- Around two in five business owners surveyed (38.7%) indicated their most preferred options were for Waverley Council to remain by itself. This is a similar proportion as that found in the resident's telephone survey (36.6%).
- The second most preferred options were for Waverley and Woollahra councils to amalgamate (16.0%) or for Waverley to become part of a global city (15.5%).
- The first option to receive greater than 50% approval was for Waverley and Woollahra councils to amalgamate. This was achieved after the 3rd choice of options.

3.2 First Mentioned Option by Suburb – Business Survey

Table 3.1 shows the most preferred option broken up by Suburb. The suburb 'Bondi' in the table below is made up of 'North Bondi', 'Bondi Junction', 'Bondi Beach' and 'Bondi'.

Table 3.1: Most preferred Option by Suburb

Column %	Bondi	Bondi Beach	Bondi Junction	Bronte	Dover Heights	North Bondi	Queens Park	Rose Bay	Vaucluse	Waverley
Waverley Council remaining by itself	38.6%	40.0%	41.5%	35.7%	33.3%	20.0%	50.0%	28.6%	25.0%	36.4%
Waverley becoming part of a global city	22.7%	20.0%	13.8%	35.7%	11.1%	20.0%	0.0%	7.1%	0.0%	4.5%
Waverley, Woollahra, Randwick and Botany councils amalgamation	4.5%	8.0%	4.3%	14.3%	22.2%	20.0%	0.0%	7.1%	0.0%	18.2%
Waverley, Woollahra and Randwick councils amalgamation	13.6%	20.0%	8.5%	0.0%	11.1%	20.0%	25.0%	21.4%	25.0%	9.1%
Waverley and Randwick councils amalgamation	11.4%	4.0%	11.7%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	18.2%
Waverley and Woollahra councils amalgamation	9.1%	8.0%	19.1%	0.0%	22.2%	20.0%	25.0%	35.7%	50.0%	13.6%
Prefer not to indicate a preference	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sample Size	44	25	94	14	9	5	4	14	4	22

Key Results:

- Results by businesses located across the different suburbs of Waverley LGA were quite mixed.
- Businesses located in North Bondi (20.0%), Rose Bay (28.6%) and Vaucluse (25.0%) were least likely to select the option of 'Waverley Council remaining by itself' as their preferred option.
- Businesses located in Bondi (9.1%), Bondi Beach (8.0%), Bronte (0.0%) and Waverley (13.6%) were least likely to select the option of Waverley and Woollahra councils amalgamating.

3.3 Business Survey -Excluding Status Quo and Woollahra

Table 3.2 shows the preferred options selected by Waverley businesses if the option 'Waverley Council remains by itself' was excluded as a viable option. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' (38.7%) had their second preferred option reallocated as their first preference.

Table 3.2a: Most preferred Option

n=238	%
Waverley and Woollahra councils amalgamation	32.4%
Waverley and Randwick councils amalgamation	19.7%
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	16.4%
Waverley, Woollahra and Randwick councils amalgamation	14.3%
Waverley, Woollahra, Randwick and Botany councils amalgamation	8.8%
Prefer not to indicate a preference	8.4%

Key Results:

- If the status quo was not an option for businesses, then the most preferred selection would be for Waverley and Woollahra council's to amalgamate (32.4%). This is a similar proportion to that seen in the resident telephone survey (28.8%).

Table 3.2b shows the preferred options selected by Waverley residents if the options 'Waverley Council remains by itself' and 'Waverley and Woollahra council amalgamating' were excluded as a viable option. This would mean subsequent options that were neither of the two would be assigned as the first preference. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table 3.2b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

n=238	%
Waverley and Randwick councils amalgamation	35.3%
Waverley, Woollahra and Randwick councils amalgamation	23.1%
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	16.4%
Waverley, Woollahra, Randwick and Botany councils amalgamation	10.1%
Prefer not to indicate a further preference	15.1%

Key Results:

- When the data was extrapolated in this way, the option most preferred amongst businesses was 'Waverley and Randwick councils amalgamating' (35.3%). This proportion was similar to the resident's phone survey results of 32.0%.

3.4 Main reasons for selecting 'most' preferred option – Business Survey

Question: What are the main reasons you chose your MOST preferred option?

Table 3.2: Main reasons for choosing 'Waverley Council remaining by itself'

Sample size = 92	%
Happy with status quo / Not broken so no need to fix	45.7
Would become too big and lose its local identity / Wouldn't get a 'say'	15.2
Can't see any improvement if amalgamation happens / services most likely will diminish	8.7
Local Councillors know the area / Need to have local knowledge	6.5
Don't want other Council's to burden Waverley	4.3
Easier with status quo	3.3
Smaller is better and easier to manage	3.3
Against amalgamation / Previous experience	3.3
Would become too big and would result in bigger problems	2.2
Easier to have one big picture / standardised policies	1.1
No response given	6.5

Close to half of the business owners that indicated they preferred for Waverley to remain by itself mentioned it was because they were happy with the status quo and that the current model was not broken.

Table 3.3: Main reasons for choosing 'Waverley becoming part of a global city'

Sample size = 37	%
Like the idea of a global city	40.5
Need to save costs / economies of scale / financially better	18.9
Access to a bigger budget / stronger together	10.8
Easier to have one big picture / standardised policies	10.8
Best option / Makes sense	8.1
Local Councillors know the area / Need to have local knowledge	2.7
Greater pool of expertise	2.7
No response given	5.4

Two out of five business owners that preferred for Waverley to become part of a global city indicated it was because they liked the idea of it.

Table 3.4: Main reasons for choosing 'Waverley, Woollahra, Randwick and Botany'

Sample size = 18	%
Access to a bigger budget / stronger together	16.7
Greater pool of expertise	16.7
Best option / Makes sense	11.1
Can't see any improvement if amalgamation happens / services most likely will diminish	5.6
Would become too big and would result in bigger problems	5.6
Need to save costs / economies of scale / financially better	5.6
Easier to have one big picture / standardised policies	5.6
Similar Council's and demographics make it ideal for amalgamation	5.6
No response given	22.2
Other	5.6

Reasons given for why Waverley should amalgamate with Woollahra, Randwick and Botany centred on having access to a bigger budget and that it would be a stronger proposition to merge together. Businesses also like the idea of having access to a greater pool of expertise.

Table 3.5: Main reasons for choosing 'Waverley, Woollahra and Randwick Councils'

Sample size = 28	%
Similar Council's and demographics make it ideal for amalgamation	39.3
Best option / Makes sense	21.4
Need to save costs / economies of scale / financially better	17.9
Would become too big and would result in bigger problems	3.6
Easier to have one big picture / standardised policies	3.6
Greater pool of expertise	3.6
Other Councils are stronger than Waverley / Good option	3.6
No response given	7.1

Of the business owners that mentioned Waverley should amalgamate with Woollahra and Randwick, two out five (39.3%) indicated it was because those Councils were similar in demographics and would therefore be ideal for amalgamation.

Table 3.6: Main reasons for choosing 'Waverley and Randwick Councils'

Sample size = 23	%
Similar Council's and demographics make it ideal for amalgamation	43.5
Other Councils are stronger than Waverley / Good option	17.4
Best option / Makes sense	17.4
Need to save costs / economies of scale / financially better	8.7
Smaller is better and easier to manage	4.3
Greater pool of expertise	4.3
No response given	4.3

Two out of five (43.5%) business owners that preferred for Waverley to amalgamate with Randwick indicated it was because Randwick Council is similar in demographics and would therefore be ideal for amalgamation.

Table 3.7: Main reasons for choosing 'Waverley and Woollahra Councils'

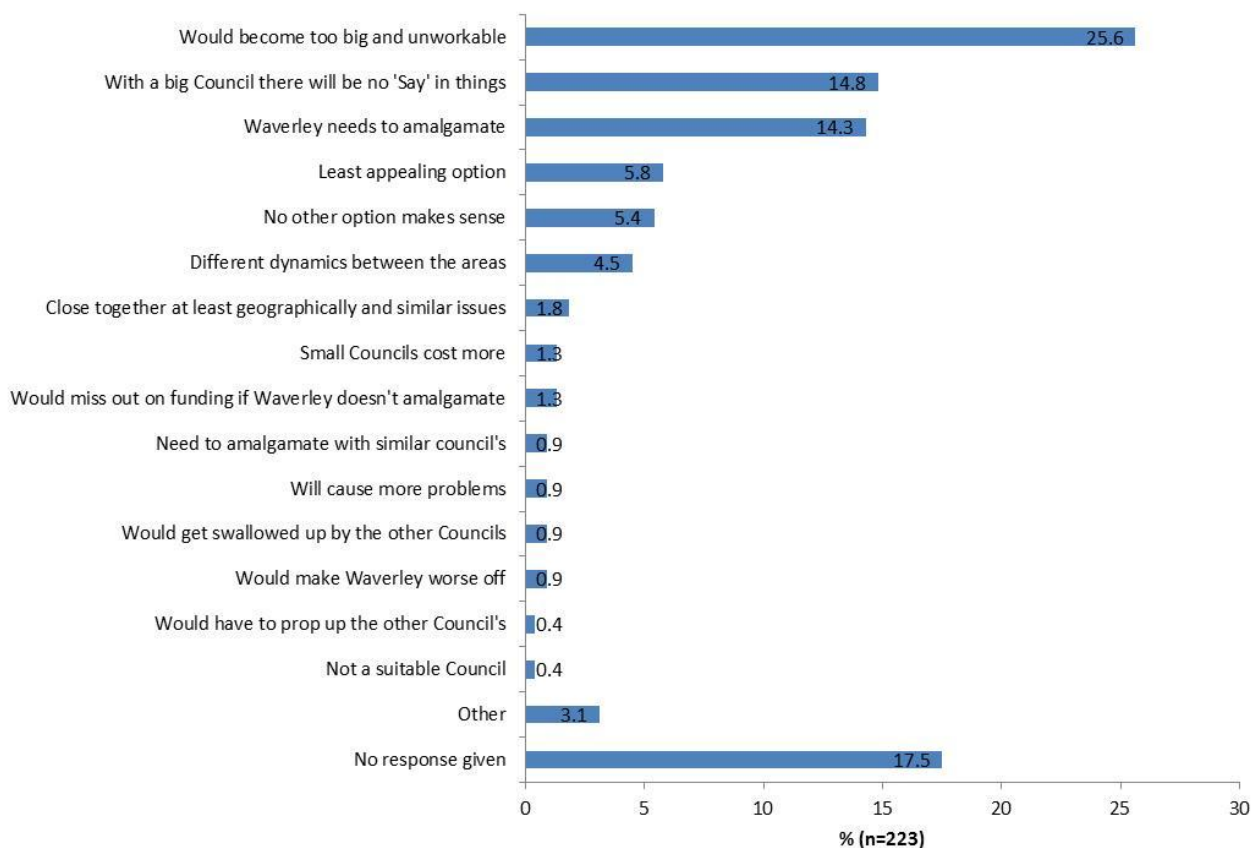
Sample size = 38	%
Similar Council's and demographics make it ideal for amalgamation	55.3
Best option / Makes sense	13.2
Need to save costs / economies of scale / financially better	10.5
Happy with status quo / Not broken so no need to fix	2.6
Would become too big and would result in bigger problems	2.6
Other Councils are stronger than Waverley / Good option	2.6
No response given	10.5
Other	2.6

Over half (55.3%) of the business owners that preferred for Waverley to amalgamate with Woollahra indicated it was because Woollahra Council is similar in demographics and would therefore be ideal for amalgamation.

3.5 Main reasons for selecting 'least' preferred option – Business Survey

Question: What are the main reasons you chose your LEAST preferred option?

Table 3.10: Main reasons for LEAST preferred



Key Results:

- One in four businesses (25.6%) were concerned that having a number of Council's come together to become one, would result in an entity that was too big and unworkable to achieve any outcome of benefit for the amalgamated area.

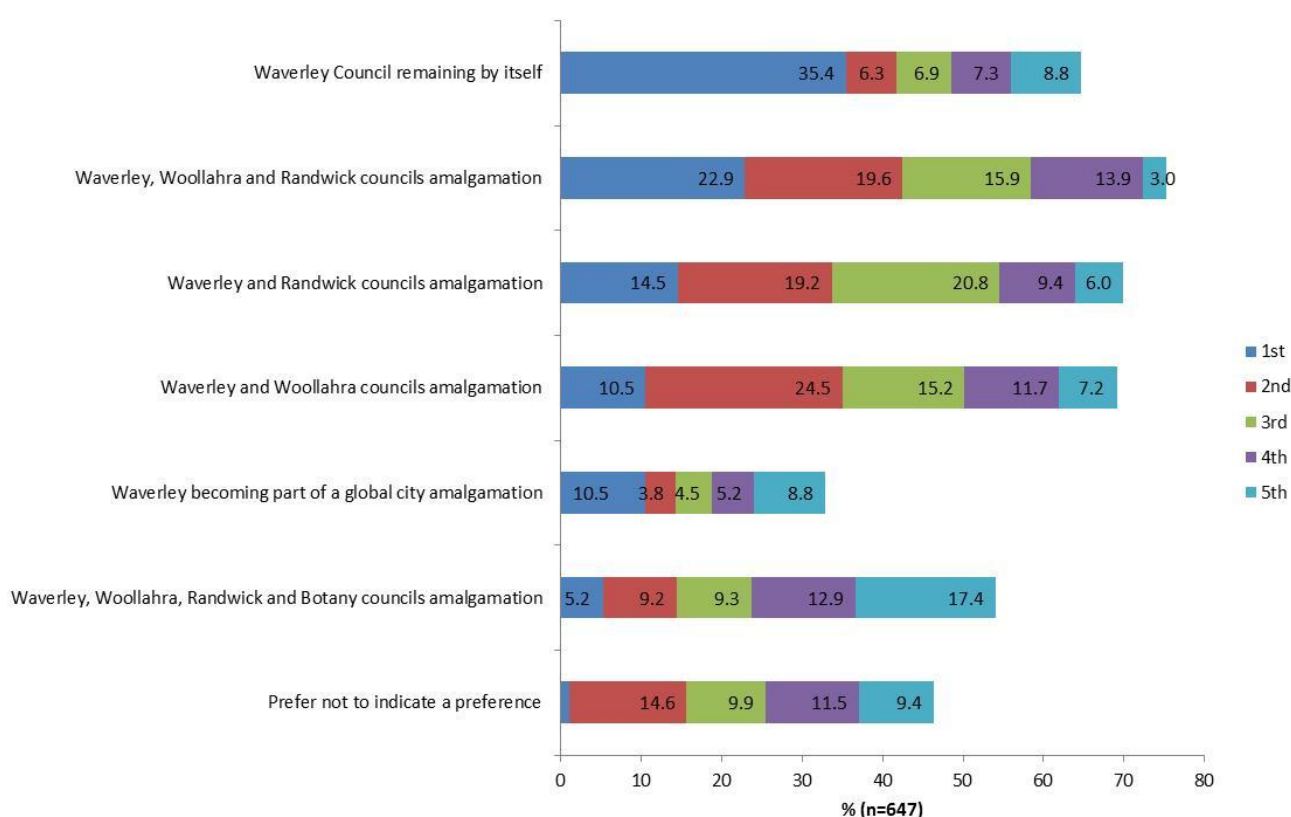
4. Residents Online/Paper survey

4.1 Order of preferences – Residents online/paper

Section 4.1 of this report highlights the options that residents completing the survey online or on paper were prepared to accept with regards to the 6 possible amalgamation options they were presented with.

Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Graph 3.1: Preferences for 'Fit for the Future' program



Question: Which is your most preferred option? Followed by 2nd, 3rd, 4th and 5th

Table 4.1: Preferences for 'Fit for the Future' program

	1 st option	1 st & 2 nd options	1 st , 2 nd & 3 rd options	1 st , 2 nd , 3 rd & 4 th options	1 st , 2 nd , 3 rd , 4 th & 5 th options
Waverley, Woollahra and Randwick councils amalgamation	22.9%	42.5%	58.4%	72.3%	75.3%
Waverley and Randwick councils amalgamation	14.5%	33.7%	54.5%	63.9%	69.9%
Waverley and Woollahra councils amalgamation	10.5%	35.0%	50.2%	61.9%	69.1%
Waverley Council remaining by itself	35.4%	41.7%	48.6%	55.9%	64.7%
Prefer not to indicate a preference	1.0%	15.6%	25.5%	37.0%	46.4%
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.2%	14.4%	23.7%	36.6%	54.0%
Waverley becoming part of a global city amalgamation	10.5%	14.3%	18.8%	24.0%	32.8%

Ranked by highest result after 3rd choice of options

Key Results:

- Around two in five business owners surveyed (35.4%) indicated their most preferred options were for Waverley Council to remain by itself. This is a similar proportion as that found in the resident's telephone survey (36.6%) and business survey (38.7%).
- The second most preferred option was for Waverley, Woollahra and Randwick Councils to amalgamate (22.9%).
- After the third round of choices, two options stood out from the rest; these were for Waverley, Woollahra and Randwick Council to amalgamate (58.4%) and Waverley and Randwick Councils to amalgamate (54.5%).

4.2 First Mentioned Option by Suburb – Residents online

Table 4.1 shows the most preferred option broken up by Suburb.

Table 4.1: Most preferred Option by Suburb

Column %	Bondi	Bondi Beach	Bondi Junction	Bronte	Charring Cross	Clovelly	Dover Heights	North Bondi	Queens Park	Rose Bay	Tamarama	Vaucluse	Waverley
Waverley Council remaining by itself	30.5%	24.6%	37.1%	47.1%	100.0%	100.0%	30.0%	12.3%	51.7%	44.0%	33.3%	40.9%	46.3%
Waverley becoming part of a global city amalgamation	11.6%	16.4%	6.2%	9.8%	0.0%	0.0%	5.0%	23.1%	6.9%	4.0%	0.0%	4.5%	3.7%
Waverley, Woollahra, Randwick and Botany councils amalgamation	8.4%	6.6%	2.1%	2.9%	0.0%	0.0%	5.0%	7.7%	3.4%	16.0%	11.1%	0.0%	9.3%
Waverley, Woollahra and Randwick councils amalgamation	20.0%	24.6%	24.7%	24.5%	0.0%	0.0%	30.0%	33.8%	27.6%	8.0%	44.4%	36.4%	14.8%
Waverley and Randwick councils amalgamation	14.7%	18.0%	11.3%	12.7%	0.0%	0.0%	15.0%	12.3%	6.9%	8.0%	0.0%	9.1%	18.5%
Waverley and Woollahra councils amalgamation	11.6%	9.8%	18.6%	2.9%	0.0%	0.0%	15.0%	9.2%	3.4%	20.0%	11.1%	9.1%	7.4%
Prefer not to indicate a preference	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Sample Size	95	61	97	102	2	2	40	65	29	25	9	22	54

Key Results:

- Of the suburbs that had a sufficient sample size, Bronte (47.1%), Queens Park (51.7%), Rose Bay (44.0%) and Waverley (46.3%) were the most likely suburbs to indicate a preference for Waverley council remaining by itself.
- One in three residents of North Bondi (33.8%) and Dover Heights indicated they preferred for Waverley Council to amalgamate with both Woollahra and Randwick councils.

4.3 Excluding Status Quo and Woollahra – Residents online/paper

Table 4.2 shows the preferred options selected by Waverley residents who completed the survey online or on paper if the option 'Waverley Council remains by itself' was excluded as a viable option. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' (34.9%) had their second preferred option reallocated as their first preference.

Table 4.2a: Most preferred Option

n=647	%
Waverley, Woollahra and Randwick councils amalgamation	26.1
Waverley and Woollahra councils amalgamation	23.6
Waverley and Randwick councils amalgamation	21.8
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	10.8
Waverley, Woollahra, Randwick and Botany councils amalgamation	5.5
Prefer not to indicate a preference	12.2

Key Results:

- After removing the status quo as an option, three alternatives emerged; 'Waverley, Woollahra and Randwick councils amalgamate' (26.1%), 'Waverley and Woollahra councils amalgamate' (23.6%) and 'Waverley and Randwick councils amalgamate' (21.8%)

Table 4.2b shows the preferred options selected by Waverley residents in the online survey if the options 'Waverley Council remains by itself' and 'Waverley and Woollahra council amalgamating' were excluded as a viable option. This would mean subsequent options that were neither of the two would be assigned as the first preference. To calculate the table below, those residents that preferred for 'Waverley Council remaining by itself' had their second preferred option reallocated as their first preference. If the second preferred option was 'Waverley and Woollahra council's amalgamation' then the third option would become the first. This was also carried out for those that put 'Waverley and Woollahra council's amalgamation' as their first preference.

Table 4.2b: Most preferred Option with reassignment of status quo option and Waverley and Woollahra option

n=647	%
Waverley, Woollahra and Randwick councils amalgamation	33.9
Waverley and Randwick councils amalgamation	32.3
Waverley becoming part of a global city amalgamation, including City of Sydney, Waverley, Woollahra, Randwick and Botany	12.1
Waverley, Woollahra, Randwick and Botany councils amalgamation	6.2
Prefer not to indicate a preference	15.5

Key Results:

- When the data was extrapolated in this way, two options came out as most preferred; they were 'Waverley, Woollahra and Randwick councils amalgamating' (33.9%) and 'Waverley and Randwick councils amalgamating' (32.3%). These proportions are almost identical to the resident's phone survey results.

4.4 Main reasons for selecting 'most' preferred option – Residents online/paper

Question: What are the main reasons you chose your MOST preferred option?

Tables 4.4 to 4.9 outline the reasons provided by residents to the online/paper survey for their most preferred option. For each option identical themes were identified as was the case in the resident's telephone survey.

Table 4.4: Main reasons for choosing 'Waverley Council remaining by itself'

Sample size = 151	%
Happy with status quo / Not broken so no need to fix	32.2
Would become too big and lose its local identity / Wouldn't get a 'say'	29.4
Local Councillors know the area / Need to have local knowledge	20.0
Can't see any improvement if amalgamation happens / services most likely will diminish	5.0
Against amalgamation / Previous experience	4.7
Demographics and issues don't match up with other Council's / Unique area	3.5
Smaller is better and easier to manage	2.8
Don't want other Council's to burden Waverley	1.9
Similar Council's and demographics make it ideal for amalgamation	0.3
Best option / Makes sense	0.3

Table 4.5: Main reasons for choosing 'Waverley becoming part of a global city'

Sample size = 60	%
Need to save costs / economies of scale / financially better	37.9
Best option / Makes sense	22.3
Access to a bigger budget / stronger together	17.2
Like the idea of a global city	11.1
Easier to have one big picture / standardised policies	6.5
Council currently not operating how it should	3.3
Demographics and issues don't match up with other Council's / Unique area	1.7

Table 4.6: Main reasons for choosing 'Waverley, Woollahra, Randwick and Botany

Sample size = 31	%
Need to save costs / economies of scale / financially better	42.4
Best option / Makes sense	24.9
Similar Council's and demographics make it ideal for amalgamation	18.7
Easier to have one big picture / standardised policies	7.7
Other Councils are stronger than Waverley / Good option	4.4
Demographics and issues don't match up with other Council's / Unique area	1.9

Table 4.7: Main reasons for choosing 'Waverley, Woollahra and Randwick Councils'

Sample size = 136	%
Similar Council's and demographics make it ideal for amalgamation	44.6
Best option / Makes sense	27.5
Need to save costs / economies of scale / financially better	15.8
Demographics and issues don't match up with other Council's / Unique area	3.3
Council currently not operating how it should	2.8
Access to a bigger budget / stronger together	2.5
Other Councils are stronger than Waverley / Good option	2.2
Would become too big and lose its local identity / Wouldn't get a 'say'	0.9
Would become too big and would result in bigger problems	0.4

Table 4.8: Main reasons for choosing 'Waverley and Randwick Councils'

Sample size = 81	%
Best option / Makes sense	45.6
Similar Council's and demographics make it ideal for amalgamation	25.9
Need to save costs / economies of scale / financially better	13.8
Other Councils are stronger than Waverley / Good option	13.1
Demographics and issues don't match up with other Council's / Unique area	1.5

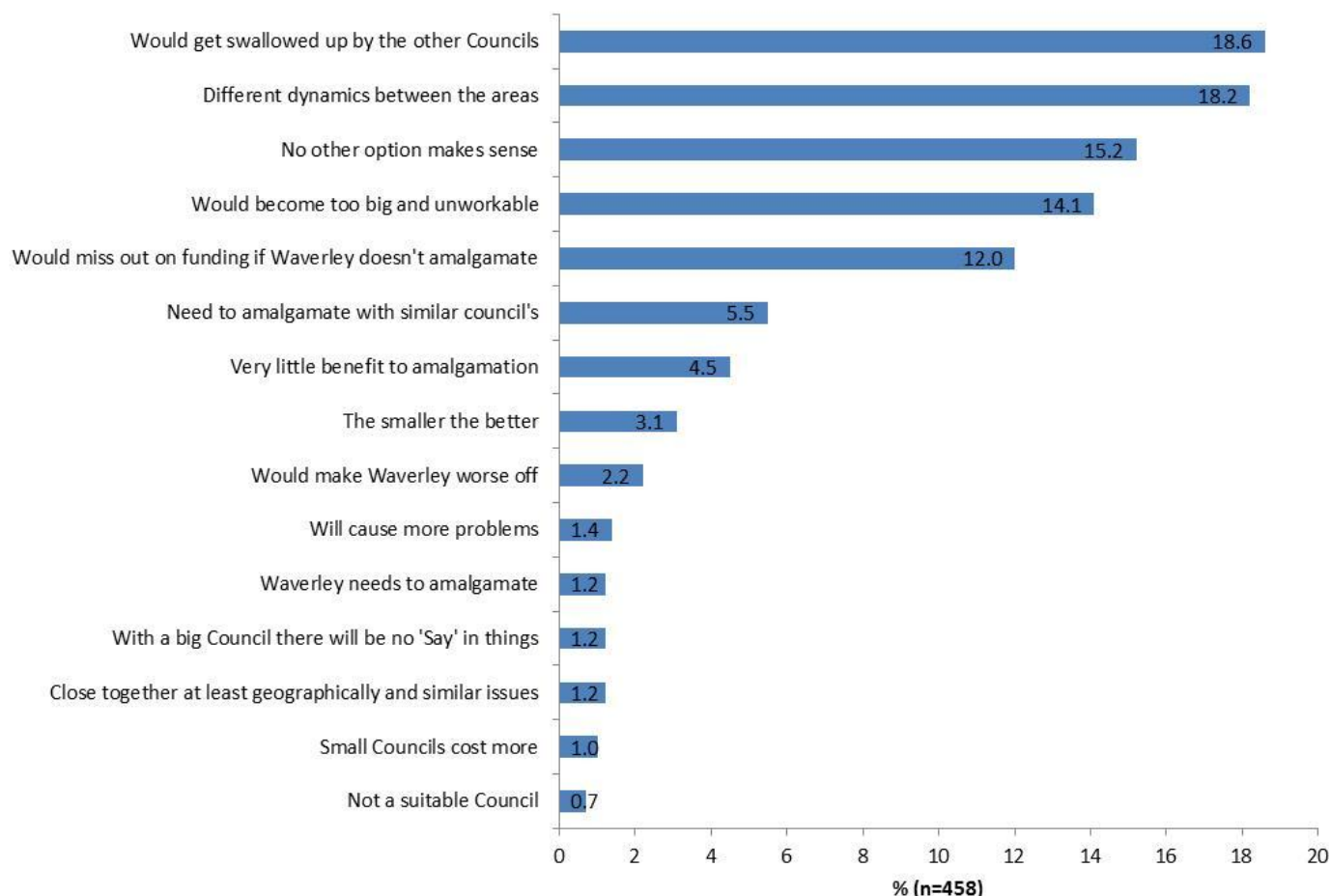
Table 4.9: Main reasons for choosing 'Waverley and Woollahra Councils'

Sample size =	%
Similar Council's and demographics make it ideal for amalgamation	47.3
Best option / Makes sense	43.7
Would become too big and would result in bigger problems	3.4
Council currently not operating how it should	2.4
Need to save costs / economies of scale / financially better	2.3
Easier to have one big picture / standardised policies	0.8

4.5 Main reasons for selecting 'least' preferred option – Residents online/paper

Question: What are the main reasons you chose your LEAST preferred option?

Table 4.11: Main reasons for LEAST preferred itself



Key Results:

- Around one in five residents (18.6%) were concerned that amalgamating with a larger Council would result in Waverley getting swallowed up and losing its identity.
- A similar proportion (18.2%) of residents highlighted that having different dynamics between council's was a concern.

Disclaimer

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Attachment 3.13

(link only)

Waverley Council website, Local Government Reform

[www.waverley.nsw.gov.au/council/
local_government_reform](http://www.waverley.nsw.gov.au/council/local_government_reform)

